

Name: _____

Score: _____

Toyota Way

Lean Principles

1. *It is the definition of _____ which drives all other decisions about improvement. It is the only thing the customer is willing to pay for – everything else is waste.*
2. *To truly achieve flow, the _____ _____ must be determined by specifying the value at each process point along the path as the customer's order is taken and the raw materials begin to pass from department to department and function to function and person to person, until finally the product reaches the customer.*
3. *Eliminating waste is just one-third of the equation for making lean successful. Creating _____ and leveling out the workload (heijunka) will reduce the overburden of people and equipment by eliminating unevenness in the work schedule.*
4. *As you begin to accurately specify value, identify the entire value stream, make the value-creating steps for the product flow continuously, and let customers pull their product, it will become ever more apparent that there is no end to the relentless task of reducing effort, time, space, cost and mistakes. This relentless drive is the pursuit of _____.*

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Family Values

5. *Sam Heltman, Senior VP of Administration, Toyota Motor Manufacturing North America, said "Americans think teamwork is about you liking me and I liking you. Mutual respect and trust means I trust and respect that you will _____ so that we are successful as a company. It does not mean we just love each other."*

6. *_____ . Strive to decide your own fate. Act with self-reliance and trust in your own abilities. Accept responsibility for your conduct and maintain or improve the skills that enable you to produce value.*

7. *Base your management decisions on a _____ - _____ philosophy, even at the expense of short-term goals*

8. *Create flow to move material and information at the highest _____ while linking processes and people together so that problems will surface right away.*

9. *Standardization does not mean stagnation; rather it is the documentation of the small incremental step improvements in _____ captured for all to share. It is the basis for the learning organization and candid communications.*

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Ohno's Advice

10. Taiichi Ohno said *"Standard work sheets and the information contained in them are important elements of the TPS. High production efficiency has been maintained by preventing the recurrence of defective products, operational mistakes and accidents, and by incorporating _____ All of this because of the inconspicuous standard work sheet."*

11. Taiichi Ohno said *" The more inventory a company has, ... the less likely they will have _____ ."*

12. Taiichi Ohno said *"Observe the production floor without preconceptions and with a blank mind. Repeat " _____ " five times to every matter."*

13. Taiichi Ohno was passionate about TPS. He said *"You must clean up everything so you can _____."* He would complain if he could not look and see and tell if there was a problem.

14. Taiichi Ohno said *"No problem discovered when stopping the line should wait longer than _____ to be fixed. Because when making a car every minute we know we will have the same problem again tomorrow."*

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Lean Thinkers

15. Robert B McCurry, former Executive VP at Toyota Motor Sales said *"The most important factors for success are patience, a focus on ____ - ____ results, and an unforgiving commitment to quality."*
16. Teruyuki Minoura, former President Toyota Motor Manufacturing, North America, said *"If some problem occurs in one-piece flow manufacturing then the whole production line must _____. In this sense it is a very bad system for manufacturing."*
17. Eiji Toyoda, in 1983, said *"Society has reached the point where one can push a button and be immediately deluged with technical and managerial information. This is all very convenient, but if one is not careful there is the danger of losing the _____ _ _____."*
18. Fujio Cho, President, Toyota Motor Corporation, said *"In general, when you try to apply the TPS, the first thing you have to do is to even out or ____ production."*
19. Alex Warren, former Senior VP Toyota Motor Manufacturing, Kentucky, said *"Until senior management gets their egos out of the way and goes to the team and leads them all together...they will continue to miss out on the brain power and extraordinary capabilities of ____ _ _____ _ _____."*

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More Values

20. Do not view the leader's job as simply accomplishing tasks and having good people skills. A Leader must be a _____ of the company's philosophy and way of doing business.
21. Use cross-functional teams to improve quality and productivity and enhance flow by solving difficult technical problems. _____ occurs when people use the company's tools to improve the company.
22. Solve problems and improve processes by _____ and personally observing and verifying data rather than theorizing on the basis of what other people or the computer tell you.
23. The _____ process helps to broaden the search for solutions and once a decision is made, provides for rapid implementation.
24. Become a _____ through relentless reflection and continuous improvement.