



PARTICIPANT WORKBOOK

Lean Thinking

Workbook: Toyota Production System



getflowtrained.com/playbook/toyota-production-system/

Toyota Production System

The Toyota Production System has two key pillars, Jidoka and Just-in-Time.



Jidoka represents automation with human intelligence.

Just-in-Time represents the concept of supplying necessary goods, in the right amount, and only when the goods are needed.

Underpinning the TPS are the three key principles: Customer 1st, respect for humanity, and the elimination of waste.

There are eight types of waste:

- Overproduction
- Waiting
- Unnecessary transport or conveyance
- Overprocessing or incorrect processing
- Excess inventory
- Unnecessary movement
- Defects
- Unused employee creativity

In the following exercises, we will examine your context in using the key tenets from TPS:

- Customer 1st
- Respect for Humanity
- Eliminate Waste

CUSTOMER 1 ST	
Who is the customer?	
Give a brief description of your workflow. Use a separate sheet of paper if needed.	
What is the level of quality of the product or service that your company provides? (high, moderate, low)	
How can this quality be improved to provide more value to the customer?	
Is the cost of the product or service competitive?	
How could this cost be reduced to provide more value to the customer?	
Is the product or service delivered in the shortest time (based on time of order to time of delivery)?	
How could the lead-time be improved for the customer?	

RESPECT FOR HUMANITY	
What opportunities are there for employees to develop their professional skills?	
What additional opportunities could be offered to improve these opportunities for employees?	
Describe current employee engagement.	
How could employee engagement be improved?	
Is there a high level of trust between the employees and management?	
How can this level of trust be increased?	

TYPES OF WASTE	
1. Identify any examples of Overproduction.	
What steps could be taken to resolve these overproduction issues?	
2. Identify any examples of Waiting.	
What steps could be taken to resolve these waiting issues?	

TYPES OF WASTE (cont.)	
3. Identify examples of Unnecessary Transport or Conveyance.	
What steps could be taken to resolve these unnecessary transport issues?	
4. Identify examples of Overprocessing or Incorrect Processing.	
What steps could be taken to resolve these overprocessing issues?	
5. Identify examples of Excess Inventory.	
What steps could be taken to resolve these excess inventory issues?	
6. Identify examples of Unnecessary Movement.	
What steps could be taken to resolve these unnecessary movement issues?	
7. Identify examples of Defects.	
What steps could be taken to resolve these defects?	
8. Identify examples of Unused Employee Creativity.	

TYPES OF WASTE (cont.)

What steps could be taken to resolve these unused employee creativity issues?

--