
The Toyota Way Fieldbook A Practical Guide For Implementing Toyotas 4ps

Management Principles for Enduring Growth

An Integrated Approach to Just-In-Time

Unlocking the Power in Bottom-Up Ideas

Andy & Me, Second Edition

The Toyota Way

An Executive's Guide

How Ford, Toyota, and other World-Class Organizations Use Lean Product Development to Drive Innovation and Transform Their Business

Value Stream Management for the Lean Office

The Toyota Way to Service Excellence: Lean Transformation in Service Organizations

The Idea-Driven Organization

Creating a Lean Culture

Lean Transformation in Service Organizations

A Leader's Guide to Planning and Execution

The Toyota Way to Success EBOOK BUNDLE

The Toyota Way to Lean Leadership: Achieving and Sustaining Excellence through Leadership Development

The Toyota Product Development System

The Toyota Way

14 Management Principles from the World's Greatest Manufacturer

A Practical Guide

The Toyota Way

Tools to Sustain Lean Conversions, Third Edition

The Toyota Way - Management Principles and Fieldbook (EBOOK BUNDLE)

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Kanban Just-in Time at Toyota
The Toyota Way Fieldbook
Peoplesoft Dev.Gd.4 People
The Toyota Way
Inside Stories of U.S. Manufacturers
Activity-Based Cost Management
The Lean Practitioner's Field Book
Lean Construction Management
Managing to Learn
The Toyota Way Fieldbook
Inside the Mind of Toyota
Getting the Right Things Done
Management Begins at the Workplace
Using the A3 Management Process to Solve Problems, Gain Agreement, Mentor and Lead
Taiichi Ohno's Workplace Management
Special 100th Birthday Edition

*The Toyota Way
Fieldbook A Practical
Guide For Implementing
Toyotas 4ps*

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FELIPE HESTER

*Management Principles for Enduring
Growth* Berrett-Koehler Publishers
COMMEMORATING THE 100th BIRTHDAY
OF TAIICHI OHNO Businesses worldwide
are successfully implementing the Toyota

Production System to speed up processes, reduce waste, improve quality, and cut costs. While there is widespread adoption of TPS, there is still much to be learned about its fundamental principles. This unique volume delivers a clear, concise overview of the Toyota Production System and kaizen in the very words of the architect of both of these movements, Taiicho Ohno, published to mark what

would have been his 100th birthday. Filled with insightful new commentary from global quality visionaries, Taiichi Ohno's Workplace Management is a classic that shows how Toyota managers were taught to think. Based on a series of interviews with Ohno himself, this timeless work is a tribute to his genius and to the core values that have made, and continue to make, Toyota one of the most successful

manufacturers in the world. "Whatever name you may give our system, there are parts of it that are so far removed from generally accepted ideas (common sense) that if you do it only half way, it can actually make things worse." "If you are going to do TPS you must do it all the way. You also need to change the way you think. You need to change how you look at things." -- Taiichi Ohno "This book brings to us Taiichi Ohno's philosophy of workplace management--the thinking behind the Toyota Production System. I personally get a thrill down my spine to read these thoughts in Ohno's own words." -- Dr. Jeffrey Liker, Director, Japan Technology Management Program, University of Michigan, and Author, *The Toyota Way* Based on a series of interviews with Taiicho Ohno, this unique volume delivers a clear, concise overview of the Toyota Production System and kaizen in the very words of the architect of both of these movements, published to mark what would have been his 100th birthday. INCLUDES INSIGHTFUL NEW COMMENTARY FROM: Fujio Cho, Chairman of Toyota Corporation Masaaki Imai, Founder of the Kaizen Institute Dr. Jeffrey

Liker, Director, Japan Technology Management Program, University of Michigan, and author John Shook, Chairman and CEO of the Lean Enterprise Institute Bob Emiliani, Professor, School of Engineering and Technology, Connecticut State University Jon Miller, CEO of the Kaizen Institute
An Integrated Approach to Just-In-Time CRC Press
 The Missing Link to Toyota-Style Success—LEAN LEADERSHIP Winner of the 2012 Shingo Research and Professional Publications Award "This great book reveals the secret ingredient to lean success: lean leadership. Not only is it a pleasure to read, but it is also deep and enlightening. This book is an absolute must-read for anyone interested in lean: it's both an eye opener and a game changer." —Michael Ballé, Ph.D., coauthor of *The Gold Mine* and *The Lean Manager* "This will immediately be recognized as the most important book ever published to understand and guide 'True North Lean' and the goal of perpetual business excellence." —Ross E. Robson, President and CEO, DnR Lean, LLC, and the original Director of The Shingo Prize "An excellent

book that will shape leadership development for decades to come."
 —Karen Martin, Principal, Karen Martin & Associates, and author of *The Kaizen Event Planner* About the Book: TOYOTA. The name signifies greatness— world-class cars and game-changing business thinking. One key to the Toyota Motor Company's unprecedented success is its famous production system and its lesser-known product development program. These strategies consider the end user at every turn and have become the model for the global lean business movement. All too often, organizations adopting lean miss the most critical ingredient—lean leadership. Toyota makes enormous investments in carefully selecting and intensively developing leaders who fit its unique philosophy and culture. Thanks to the company's lean leadership approach, explains Toyota Way author Jeffrey Liker and former Toyota executive Gary Convis, the celebrated carmaker has set into motion a drive for continuous improvement at all levels of its business. This has allowed for: Constant growth: Toyota increased profitability for 58 consecutive years—slowing down only in

the face of 2008's worldwide financial difficulties, the recall crisis, and the worst Japanese earthquake of the century. Unstoppable inventiveness: Toyota's approach to innovative thinking and problem solving has resulted in top industry ratings and incredible customer satisfaction, while allowing the company to weather these three crises in rapid succession and to come out stronger. Strong branding and respect: Toyota's reputation was instrumental in the company's ability to withstand the recall-driven media storm of 2010. But what looked to some to be a sinking ship is once again running under a full head of steam. Perhaps the Toyota culture had weakened, but lean leadership was the beacon that showed the way back. In fact, writes Liker, the company is "as good and perhaps a better model for lean leadership than it ever has been." of innovation and growth. Yet, Industry Week reports that just 2 percent of companies using lean processes can likewise claim to have had long-term success. What the other 98 percent lack is unified leadership with a common method and philosophy. If you want to get lean, you have to take it to the

leadership level. The Toyota Way to Lean Leadership shows you how.

Unlocking the Power in Bottom-Up Ideas CRC Press

How to speed up business processes, improve quality, and cut costs in any industry In factories around the world, Toyota consistently makes the highest-quality cars with the fewest defects of any competing manufacturer, while using fewer man-hours, less on-hand inventory, and half the floor space of its competitors. The Toyota Way is the first book for a general audience that explains the management principles and business philosophy behind Toyota's worldwide reputation for quality and reliability. Complete with profiles of organizations that have successfully adopted Toyota's principles, this book shows managers in every industry how to improve business processes by: Eliminating wasted time and resources Building quality into workplace systems Finding low-cost but reliable alternatives to expensive new technology Producing in small quantities Turning every employee into a quality control inspector

Andy & Me, Second Edition Tata

McGraw-Hill Education

Winner of a 2009 Shingo Research and Professional Publication Prize. Notably flexible and brief, the A3 report has proven to be a key tool in Toyota's successful move toward organizational efficiency, effectiveness, and improvement, especially within its engineering and R&D organizations. The power of the A3 report, however, derives not from the report itself, but rather from the development of the culture and mindset required for the implementation of the A3 system. In Understanding A3 Thinking, the authors first show that the A3 report is an effective tool when it is implemented in conjunction with a PDCA-based management philosophy. Toyota views A3 Reports as just one piece in their PDCA management approach. Second, the authors show that the process leading to the development and management of A3 reports is at least as important as the reports themselves, because of the deep learning and professional development that occurs in the process. And finally, the authors provide a number of examples as well as some very practical advice on how to write and review A3 reports.

The Toyota Way McGraw Hill

Professional

Proven strategy for reducing production and operating costs while increasing profits As the growth of the Internet shifts power to consumers, the pressure on companies to keep prices low will continue to mount. Increasingly corporations are relying on "margin management" and supply chain management as a means of keeping prices low while raising profits. Activity-based costing and management (ABC/M) data is key to succeeding in both these critical management strategies. This book explains how executives can effectively use the information furnished by cutting-edge ABC/M systems. The author, an acknowledged expert in the field, clearly defines the ABC/M system and explains how to use the information it provides for best results. He provides a rational framework for understanding the fifteen key defining characteristics of ABC/M and arms readers with an ABC/M Readiness Assessment test along with extremely user-friendly exhibits.

An Executive's Guide MIT Press

The bestselling guide to Toyota's legendary philosophy and production

system—updated with important new frameworks for driving innovation and quality in your business One of the most impactful business guides published in the 21st Century, The Toyota Way played an outsized role in launching the continuous-improvement movement that continues unabated today. Multiple Shingo Award-winning management and operations expert Jeffrey K. Liker provides a deep dive into Toyota's world-changing processes, showing how you can learn from it to develop your own improvement program that fits your conditions. Thanks in large part to this book, managers across the globe are creating workforces and systems that produce the highest-quality products and services, establish and retain customer loyalty, and drive business profitability and sustainability. Now, Liker has thoroughly updated his classic guide to include: Completely revised data and updated information about Toyota's approach to competitiveness in the new world of mobility and smart technology Illustrative examples from manufacturing and service organizations that have learned and improved from the Toyota Way A fresh approach to leadership

models The brain science and skills for learning to think scientifically How Toyota applies Hoshin Kanri, a planning process that aligns objectives at all levels and marries them to business strategy Organized into thematic sections covering the various aspects of the Toyota Way—including Philosophy, Processes, People, and Problem Solving—this unparalleled guide details the 14 key principles for building the foundation of a powerful improvement system and managing it for ultimate competitive advantage. With The Toyota Way, you have an inspiration and a model of how to set a direction, continuously improve and learn at all levels, continually "flow" value to satisfy customers, improve your leadership, and get quality right the first time.

How Ford, Toyota, and other World-Class Organizations Use Lean Product Development to Drive Innovation and Transform Their Business McGraw Hill Professional

The book presents a mixed research method adopted to assess and present the Toyota Way practices within construction firms in general and for firms in China

specifically. The results of an extensive structured questionnaire survey based on the Toyota Way-styled attributes identified were developed and data collected from building professionals working in construction firms is presented. The quantitative data presented in the book explains the status quo of the Toyota Way-styled practices implemented in the construction industry, as well as the extent to which these attributes were perceived for lean construction management. The book highlights all the actionable attributes derived from the Toyota Way model appreciated by the building professionals, but alerts the readers that some attributes felled short of implementation. Further findings from in-depth interviews and case studies are also presented in the book to provide to readers an understanding how these Toyota Way practices can be implemented in real-life projects. Collectively, all the empirical findings presented in this book can serve to enhance understanding of Toyota Way practices in the lean construction management context. The readers are then guided through to understand the gaps between actual

practice and Toyota Way-styled practices, and the measures that they may undertake to circumvent the challenges for implementation. The book also presents to readers the SWOT analysis that addresses the strengths, weaknesses, opportunities and threats towards the implementation of the Toyota Way in the construction industry. The book prescribes the Toyota Way model for use in construction firms to strategically implement lean construction management. The checklist presented in the book enables readers to draw lessons that may be used additionally as a holistic assessment tool for measuring the maturity of firms with respect to their Toyota Way implementation. Consequent to this, management would then be in a better position to develop plans for Toyota Way implementation by focusing on weak areas, strengthening them, and thus increasing the likelihood of success in the implementation of the Toyota Way. In a nutshell, this book provides a comprehensive and valuable resource for firms not only in the construction industry but also businesses outside of the construction sector to better understand

the Toyota Way and how this understanding can translate to implementation of lean construction/business management to enhance profitability and survivability in an increasingly competitive global market place.

Value Stream Management for the Lean Office McGraw Hill Professional Deming's classic work on management, based on his famous 14 Points for Management. "Long-term commitment to new learning and new philosophy is required of any management that seeks transformation. The timid and the fainthearted, and the people that expect quick results, are doomed to disappointment." —from *Out of the Crisis* In his classic *Out of the Crisis*, W. Edwards Deming describes the foundations for a completely new and transformational way to lead and manage people, processes, and resources. Translated into twelve languages and continuously in print since its original publication, it has proved highly influential. Research shows that Deming's approach has high levels of success and sustainability. Readers today will find Deming's insights relevant,

significant, and effective in business thinking and practice. This edition includes a foreword by Deming's grandson, Kevin Edwards Cahill, and Kelly Allan, business consultant and Deming expert. According to Deming, American companies require nothing less than a transformation of management style and of governmental relations with industry. In *Out of the Crisis*, originally published in 1982, Deming offers a theory of management based on his famous 14 Points for Management. Management's failure to plan for the future, he claims, brings about loss of market, which brings about loss of jobs. Management must be judged not only by the quarterly dividend, but by innovative plans to stay in business, protect investment, ensure future dividends, and provide more jobs through improved product and service. In simple, direct language, Deming explains the principles of management transformation and how to apply them.

The Toyota Way to Service Excellence: Lean Transformation in Service Organizations Tata McGraw-Hill Education

The world's bestselling Lean expert shows

service-based organizations how to go Lean, gain value, and get results—The Toyota Way. A must-read for service professionals of every level, this essential book takes the proven Lean principles of the bestselling Toyota Way series and applies them directly to the industries where quality of service is crucial for success. Jeff Liker and Karyn Ross show you how to develop Lean practices throughout your organization using the famous 4P model. Whether you are an executive, manager, consultant, or frontline worker who deals with customers every day, you'll learn how take advantage of all Lean has to offer. With this book as your guide, you'll gain a clear understanding of Lean and discover the principles, practices and tools needed to develop people and processes that surprise and delight each of your customers. These ground-tested techniques are designed to help you make continuous improvements in your services, streamline your operations, and add ever-increasing value to your customers. Fascinating case studies of Lean-driven success in a range of service industries, including healthcare, insurance, financial

services, and telecommunications, illustrate that Lean principles and practices work as well in services as they do in manufacturing. Drawn from original research and real-world examples, *The Toyota Way to Service Excellence* will help you make the leap to Lean.

[The Idea-Driven Organization](#) McGraw Hill Professional

Describes the management principles of Lean production that are employed by Toyota.

Creating a Lean Culture Tata McGraw-Hill Education

Take the Kata path to scientific thinking and superior results! In this long-awaited companion to the groundbreaking book *Toyota Kata*, Mike Rother takes you to the next level of developing business mindset and capability for the 21st Century. Much more than a list of management concepts, *The Toyota Kata Practice Guide* walks you through the process of making improvement, adaptation, and even innovation routine behavior. Designed to help a coach (the manager) and a learner work together for developing new skillsets, *The Toyota Kata Practice Guide* delivers the information, insight, and frameworks

you need to: * Form habits that help you solve problems and achieve challenging goals * Modify the thought patterns that drive your behavior * Develop an organizational mindset that drives superior results The Improvement Kata gives learners the means to experiment their way through obstacles and achieve tough goals; the Coaching Kata gives managers the means to accelerate and cement their people's learning. In the new age of business, increasing efficiency and decreasing costs is no longer the end game. A manager's job today is to develop patterns of thinking and acting in their people that lead to success with any challenge. Consistent, mindful practice is the best way to do it—and The Toyota Kata Practice Guide is the best way to get there.

Lean Transformation in Service

Organizations McGraw Hill Professional The Just-in-time (JIT) manufacturing system is an internal system in use by its founder, Toyota Motor Corporation, but it has taken on a new look. Toyota Production System, Second Edition systematically describes the changes that have occurred to the most efficient

production system in use today. Since the publication of the first edition of this book in 1983, Toyota has integrated JIT with computer integrated manufacturing technology and a strategic information system. The JIT goal of producing the necessary items in the necessary quantity at the necessary time is an internal driver of production and operations management. The addition of computer integrated technology (including expert systems by artificial intelligence) and information systems technology serve to further reduce costs, increase quality, and improve lead time. The new Toyota production system considers how to adapt production schedules to the demand changes in the marketplace while satisfying the goals of low cost, high quality, and timely delivery. The first edition of this book, Toyota Production System, published in 1983, is the basis for this book. It was translated into many languages including Spanish, Russian, Italian, Japanese, etc., and has played a definite role in inspiring production management systems throughout the world.

A Leader's Guide to Planning and

Execution McGraw Hill Professional The Toyota Way, explain's Toyota's unique approach to Lean--the 14 management principles and philosophy that drive Toyota's quality and efficiency-obsessed culture. You'll gain valuable insights that can be applied to any organization and any business process, whether in services or manufacturing. Professor Jeffrey Liker has been studying Toyota for twenty years, and was given unprecedented access to Toyota executives, employees and factories, both in Japan and the United States, for this landmark work. The book is full of examples of the 14 fundamental principles at work in the Toyota culture, and how these principles create a culture of continuous learning and improvement. You'll discover how the right combination of long-term philosophy, process, people, and problem solving can transform your organization into a Lean, learning enterprise--the Toyota Way.

The Toyota Way to Success EBOOK BUNDLE

McGraw Hill Professional Too many organizations are overlooking, or even suppressing, their single most powerful source of growth and innovation. And it's right under their noses. The

frontline employees who interact directly with your customers, make your products, and provide your services have unparalleled insights into where problems exist and what improvements and new offerings would have the most impact. In this follow-up to their bestseller *Ideas Are Free*, Alan G. Robinson and Dean M. Schroeder show how to align every part of an organization around generating and implementing employee ideas and offer dozens of examples of what a tremendous competitive advantage this can offer. Their advice will enable leaders to build organizations capable of implementing 20, 50, or even 100 ideas per employee per year. Citing organizations from around the world, they explain what's needed to put together a management team that can lead the type of organization that embraces grassroots ideas and describe the strategies, policies, and practices that enable them. They detail exactly how high-performing idea processes work and how to design one for your organization. There's constant pressure today to do more with less. But cutting wages and benefits and pushing people to work harder with fewer resources can go only so

far. Ironically, the best solution resides with the very people who have been bearing the brunt of these measures. With Robinson and Schroeder's advice, you can unleash a constant stream of great ideas that will strengthen every facet of your organization.

The Toyota Way to Lean Leadership: Achieving and Sustaining Excellence through Leadership Development ESENSI Second Edition of a Shingo Prize Winner Based on the author's personal experience with Toyota's master teachers and with companies in the midst of great change, *Andy & Me: Crisis & Transformation on the Lean Journey*, now in its second edition, is a business novel set in a failing New Jersey auto plant focusing on the tribulations of Tom Pappas, the plant manager. The situations, characters, and plant politics will ring true with many readers. In a cool, readable style, this highly popular work follows Tom's relationship with Andy Saito, a reclusive retired Toyota guru whom Tom persuades to help save his plant through the teaching of the legendary Toyota Production System (TPS). On this journey, the reader learns that TPS is more than just a collection of tools; it entails a new

way of thinking and behaving. Though Tom finds success — both in his plant and in his personal life — he learns from Andy that successful improvement is endless and eternal. This edition includes study questions after each chapter to support your learning and help you tell some of your own stories. Pascal Dennis discusses the 2nd edition of his Shingo Prize-winning book *Andy & Me*.

The Toyota Product Development System McGraw Hill Professional Develop a custom, agile data warehousing and business intelligence architecture Empower your users and drive better decision making across your enterprise with detailed instructions and best practices from an expert developer and trainer. *The Data Warehouse Mentor: Practical Data Warehouse and Business Intelligence Insights* shows how to plan, design, construct, and administer an integrated end-to-end DW/BI solution. Learn how to choose appropriate components, build an enterprise data model, configure data marts and data warehouses, establish data flow, and mitigate risk. Change management, data governance, and security are also covered

in this comprehensive guide. Understand the components of BI and data warehouse systems Establish project goals and implement an effective deployment plan Build accurate logical and physical enterprise data models Gain insight into your company's transactions with data mining Input, cleanse, and normalize data using ETL (Extract, Transform, and Load) techniques Use structured input files to define data requirements Employ top-down, bottom-up, and hybrid design methodologies Handle security and optimize performance using data governance tools Robert Laberge is the founder of several Internet ventures and a principle consultant for the IBM Industry Models and Assets Lab, which has a focus on data warehousing and business intelligence solutions.

The Toyota Way Routledge

Transform your company the Toyota way! Two essential guides streamlined into a SINGLE EBOOK PACKAGE Toyota. The name says it all: Innovation. Efficiency. Quality. Excellence. The Toyota Way—Management Principles and Fieldbook explains how the legendary automaker consistently achieves the

highest levels of manufacturing and business success—and how you can achieve similar results with your own organization, regardless of your industry. Discover Toyota's methods then learn how to put them to practical use with these groundbreaking books: *The Toyota Way*—INTERNATIONAL BESTSELLER! *The Toyota Way* reveals the management principles behind Toyota's worldwide reputation for quality and reliability. Dr. Jeffrey Liker, the global expert on Toyota's Lean methods, explains how you can implement the company's principles to: Double or triple the speed of any business process Build quality into workplace systems Eliminate the huge costs of hidden waste Turn every employee into a quality-control inspector Dramatically improve your products and services *The Toyota Way Fieldbook* Written as a companion volume to *The Toyota Way*, this hands-on guide takes the lessons of Toyota to the next level. Liker teams up with Toyota veteran David Meier to provide the diagnostic tools, worksheets, and exercises you need to craft the most effective approach for your organization. Learn how to: Develop leaders that “live”

your system Transform your company into a true lean learning organization Create a culture of continuous improvement and innovation Meet all the needs of your customers Position your company for long-term success

14 Management Principles from the World's Greatest Manufacturer McGraw Hill Professional

Toyota has changed the economic and business landscape with its model for organizational excellence. Jeffrey K. Liker's international bestseller, *The Toyota Way*, summarized this management approach with his 4P model consisting of Philosophy, Process, People, and Problem Solving. The Shingo Prize-winning *The Toyota Way Fieldbook* went a step further showing how to apply the 4Ps to other companies. *Toyota Talent* explores the critical importance of People in the Toyota model. Without an exceptional workforce, the other principles would be useless. Liker and Meier describe how the company develops high-performing individuals and an outstanding workforce. With illustrative examples, guidance, and proven techniques, this book also shows the best ways to grow talent from within.

A Practical Guide CRC Press

Winner of the Shingo Prize for Research and Professional Publication, 2009 The international bestseller *The Toyota Way* explained the company's success by introducing a revolutionary 4P model for organizational excellence—Philosophy, People, Process, and Problem Solving. Now, in *Toyota Culture*, preeminent Toyota authorities Jeffrey Liker and Michael Hoseus reveal how Toyota selects, develops, and motivates its people to become committed to building high-quality products—and how you can do the same for your company. *Toyota Culture* examines the “human systems” that Toyota has put in place to instill its founding principles of trust, mutual prosperity, and excellence in its plants, dealerships, and offices around the world. Beginning with a look at the evolution of the Toyota culture and why its people are the heart and soul of the Toyota Way, the authors explain the company's four-stage process for building and keeping quality people: Attract, Develop, Engage, and Inspire. Drawing upon numerous examples from Liker's decades of research as well as Hoseus' insider access as a Toyota manager,

Toyota Culture gives you the tools you need to: Find competent, able, and willing employees Start training and socializing your people as you hire them Establish and communicate key business performance indicators at every level of your organization Train your people to solve problems and continuously improve processes in their daily work Develop leaders who live and teach your company's philosophy Reward top performance—and offer help to those who are struggling Fascinating vignettes of Toyota's innovative culture highlight the nuances of translating and recreating a people-centric culture in factories and offices across the globe. These exclusive, behind-the-scenes details are just what your company needs to successfully learn from *The Toyota Culture*.

The Toyota Way McGraw Hill Professional The definitive inside account of Toyota's greatest crisis—and lessons you can apply to your own company "Those who write off Toyota in the current climate of second guessing and speculation are making a profound mistake and need to read this book to get the facts. Toyota is a company that will channel the current challenges to

push themselves to even more relentless continuous improvement." —Charles Baker, former Chief Engineer and Vice President for R&D, Honda of America "Toyota Under Fire is a superb book and should prove very helpful to American industry's understanding of the problems faced and how any company can prevent similar occurrences in the future." —Norman Bodek, author, founder of Productivity Press, and inductee in 2010 Industry Week Manufacturing Hall of Fame "As a former automotive supplier executive and student of Toyota, I was concerned to see the many negative reports and investigations into the quality and safety of its vehicles. *Toyota Under Fire* tells the story of how this great company is growing wiser and stronger by living its culture and values." —Michael Fisher, CEO, Cincinnati Children's Hospital Medical Center "Just as Toyota has put itself through excruciating soul-searching in order to understand what went wrong, so should we all take advantage of the opportunity for learning presented to us by Toyota's misfortune. In these pages, you will find that the actual circumstances were far more complex, nuanced, and

uncertain than you saw reported in the news." —John Y. Shook, Chairman and CEO, Lean Enterprise Institute "The most comprehensive and detailed review to date of the circumstances that led to the crisis, and the events and contexts that caused it to escalate." —Strategy & Business About the Book For decades, Toyota has been setting standards that are the envy—and goal—of organizations worldwide. Its legendary management principles and business philosophy, first documented by Jeffrey K. Liker in his influential book *The Toyota Way*, changed the business world's approach to operational excellence. Granted unprecedented access to Toyota's facilities worldwide, Liker, along with Timothy N.

Ogden, investigated the inside story of how Toyota faced the challenges of the recession and the recall crisis of 2009–2010. In both cases, the company was caught off guard—and found that a root cause of the challenges it faced was its failure to live up to its own principles. But the fundamentals were still there, and the company has ultimately come out of the most challenging years of its postwar existence even stronger than before. *Toyota Under Fire* chronicles all the events of the recession and the recall crisis in detail, providing valuable lessons any business leader can use to survive and thrive in a crisis, no matter how large: Crisis response must start by building a strong culture long before the crisis hits.

Culture matters far more than decisions made by top executives. Investing in people, even in the depths of a recession, is the surest path to long-term profitability. Because it had founded its culture on such principles, Toyota didn't need to amass an army of public relations, marketing, and legal experts to "put out the fire"; instead, it redoubled efforts to live up to its founding tenet, going "back to basics." Toyota began solving this crisis more than 70 years ago, when its organizational culture was first established. Apply the lessons of *Toyota Under Fire* to your company, and you'll meet any future management challenge calmly, responsibly, and effectively—the Toyota Way.