FLOW SYSTEM

PARTICIPANT WORKBOOK
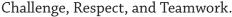
Lean Thinking

Workbook: The Toyota Way

getflowtrained.com/playbook/toyota-way/

The Toyota Way

There are two pillars of the Toyota Way, Continuous Improvement, and Respect for People.

There are five key values or principles that support the Toyota Way: Genchi Genbutsu, Kaizen, Challenge, Respect, and Teamwork.

The Toyota Way is achieved through a culture of continuous learning. The key values associated with continuous improvement are Challenge, Kaizen, and Genchi Genbutsu.

The key values associated with respect for people are Respect and Teamwork. The Toyota Way is a culture where individuals are empowered to improve the processes that they work on.

Liker defined 14 principles to the Toyota Way summarized here:

1. Long-term philosophy.
2. Continuous flow.
3. Pull system.
4. Level out workload.
5. Get quality right the first time.
6. Standardize tasks.
7. Use visualization tools.
8. Use reliable and tested technology to support people.
9. Grow leaders who live the philosophy.
10. Develop exceptional people and teams.
11. Respect partners and suppliers.
12. Go and see for yourself.
13. Make decisions by consensus and consider all options.
14. Become a learning organization.

In the following exercise, we will identify the customer, their needs, and the product or service. We will also evaluate the current processes. We will identify the value-added and non-value-added aspects of the current process. You will then identify essential activities to optimize and map all activities and detail why they are justified.

The result should be a new or revised map of the value being delivered to the customer by the different activities involved in the process (value-added, and unavoidable non-value-added).

In the following exercise, the steps are designed to aid managers and leaders to identify the value that is being delivered to the customer. The result should be a new or revised map of the value being delivered to the customer by the different activities involved in the process (value-added, required non-value-added).

CUSTOMER & VALUE	
Who is the customer?	
Describe the product or service that is to be delivered to the customer?	
What are the customer's needs?	
Identify the processes required to deliver the product or service?	
Identify the various activities required for each process.	

ACTIVITY EVALUATION	
List the activities that are value-added activities connected to the customer's needs.	
List those activities that are non-value-added activities.	
List the activities that are non-value-added but still necessary due to current constraints. Provide justification for each activity showing how/why the activity is necessary.	

Optimize Activities

Identify the steps required to eliminate activities that are non-value-added and not essential to the customer's needs.	
Challenge the activities that are non- value-added but still necessary due to current constraints.	
List the activities that must remain after challenging them together with the reason for remaining.	

Value Stream Mapping Activities

Using a whiteboard, flipchart or digital tool, visually map each step necessary to meet the customer's needs. Use the white box to the right to record any key notes or observations.	
Attach the value delivered to the customer for each value-added activity identified on to your map.	
Attach the justification for each necessary but non-value-added activity on to your map.	

Value Stream Mapping Activities (cont.)

Have other members and stakeholders review the map and make comments/edits until you have a complete map of the value that is being delivered to the customer. Note the comments here.	