

# THE TOYOTA WAY 14 MANAGEMENT PRINCIPLES

From the book: *The Toyota Way* by Jeffrey K. Liker (2004)

## Long-Term Philosophy

- Principle 1. Base your management decisions on a **Long Term Philosophy**, even at the expense of short-term goals.

## The Right Process Will Produce the Right Result

- Principle 2. Create **Continuous Process Flow** to bring problems to the surface.
- Principle 3. Use **pull systems** to avoid overproduction.
- Principle 4. **Level out the workload** (*heijunka*).
- Principle 5. Build a culture of **stopping to fix problems**, to get quality right the first time.
- Principle 6. **Standardize tasks** are the foundation for continuous improvement and employee empowerment.
- Principle 7. Use **visual control** so no problems are hidden.
- Principle 8. Use only **reliable, thoroughly tested technology** that serves your people and processes.

## Add Value to the Organization by Developing Your People and Partners

- Principle 9. **Grow leaders** who thoroughly understand the work, live the philosophy, and teach it to others.
- Principle 10. **Develop exceptional people and teams** who follow your company's philosophy.
- Principle 11. **Respect your extended network of partners** and suppliers by challenging them and helping them improve

## Continuously Solving Root Problems Drives Organizational Learning

- Principle 12. Go and **see for yourself** to thoroughly understand the situation (*genchi genbutsu*)
- Principle 13. **Make decisions slowly by consensus**, thoroughly considering all options: **implement decisions rapidly**.
- Principle 14. **Become a learning organization** through relentless reflection (*heansei*) and continuous improvement (*kaizen*).