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Culture The Heart And Soul Of
The Toyota Way

Toyota Culture The Heart And Soul Of The Toyota Way

SPECIAL INTRODUCTORY PRICING: Enjoy first-week pricing of \$18.95 on paperback books! Regular retail pricing of \$23.95 becomes effective on July 22nd. It all began with the initial chance meeting of this book's author, Katie Anderson, and the book's subject, Isao Yoshino. She was an American leadership coach and consultant in her mid-career, with a newfound love of Japanese culture. He was an

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accomplished Japanese people-centered leader at the end of his corporate career, with a lifelong love for American culture and 40 years of inside experience with the Toyota Way. During the next five years, Anderson and Yoshino spent countless hours learning from each other, reflecting on the past, and envisioning the future. The resulting book - written by Anderson and focused on the profound lessons offered by her mentor Yoshino -- is a beautiful, one-of-a-kind tapestry. Much like the weaving of fabric -- where the beginning work is but a glimpse of the final pattern --

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this book was created from many layers of intertwined conversations and reflections. If you've ever been mentored -- in business or in life -- by someone whose words, experiences, and perspectives changed you for the better, you know that an entire book of such selfless generosity and deep wisdom could change the world. For today's business professionals -- dedicated to continuous learning and people-centered leadership -- this is that book. Learning to Lead, Leading to Learn is a leadership book that defies generational or cultural divides, offering a refreshing,

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proven perspective for all those who dare to lead. The Best Leaders Never Lose the Humility for Learning Learning to Lead, Leading to Learn is much more than a collection of Isao Yoshino's personal stories and insights. It's a memorable, entertaining, and poignant way to highlight important leadership lessons, to record pivotal moments in Toyota's history, and to create something to help veteran and aspiring leaders reflect and learn about themselves. Yoshino's experiences help us understand how Toyota intentionally developed the culture of excellence for which

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it is renowned today, and how one person "learned to lead" so that he could lead with an intention to learn ... every day and in every way. "The only secret to Toyota is its attitude toward learning." -- Isao Yoshino

Let the Past Inform the Future: The Role of Reflection in Leadership

By looking back at the past, we can learn and therefore shape our future. Through each story in this unique and inspiring book, Anderson shares Yoshino's experiences with leadership and learning, and his efforts at self-improvement while empowering others. Through those stories, you'll

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hear his reflections on what he learned then ... and what he is re-learning now with a different perspective as he looks back at the totality of his career. A must-read for those who: -- Want to become more people-centered leaders -- Currently practice lean or continuous improvement methods -- Serve in leadership, coaching, or operational management roles -- Want to learn more about Toyota's history and culture -- Are inspired by heartwarming stories of personal discovery and leadership With a foreword by John Shook, Chairman of the Lean Global

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Toyota Culture: The Heart and
Soul of 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

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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

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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,

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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.

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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

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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

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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.

In *Courage*, Gus Lee captures the essential component of leadership in measurable behaviors. Using actual stories from Whirlpool, Kaiser Permanente, IntegWare,

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WorldCom and other organizations, Lee shows how highly successful executives face and overcome their fears to develop moral intelligence. These real-world examples offer practical lessons for rooting out unethical practices and behaviors by Assessing them for rightness and integrity Addressing moral failures Following through with dialogue and direct action Showing Up Leadership Lessons from the World's Greatest Car Company The Toyota Way to Service Excellence: Lean Transformation in Service Organizations

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The Toyota Way to Lean
Leadership: Achieving and
Sustaining Excellence through
Leadership Development
Toyota Under Fire: Lessons for
Turning Crisis into
Opportunity
Inside the Mind of Toyota
The Toyota Engagement
Equation: How to Understand
and Implement Continuous
Improvement Thinking in Any
Organization

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

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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.

The contribution of culture to organizational performance is substantial and quantifiable. In The Culture Cycle, renowned thought leader James Heskett demonstrates how an effective culture can account for 20-30% of the differential in performance compared with "culturally unremarkable" competitors. Drawing on decades of field research and dozens of case studies, Heskett introduces a powerful conceptual framework for managing culture, and shows

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it at work in a real-world setting. Heskett's "culture cycle" identifies cause-and-effect relationships that are crucial to shaping effective cultures, and demonstrates how to calculate culture's economic value through "Four Rs": referrals, retention, returns to labor, and relationships. This book: Explains how culture evolves, can be shaped and sustained, and serve as the organization's "internal brand." Shows how culture can promote innovation and survival in tough times. Guides leaders in linking culture to strategy and managing forces that challenge it. Shows how to credibly quantify culture's impact on performance, productivity, and profits. Clarifies culture's unique role in mission-

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driven organizations. A follow-up to the classic Corporate Culture and Performance (authored by Heskett and John Kotter), this is the next indispensable book on organizational culture. "Heskett (emer., Harvard Business School) provides an exhaustive examination of corporate policies, practices, and behaviors in organizations." Summing Up: Recommended. Reprinted with permission from CHOICE, copyright by the American Library Association.

A dramatic account of the Americans who tried to stop their nation from fighting in the First World War—and came close to succeeding. In this “fascinating” (Los Angeles Times) narrative, Michael Kazin brings us into the

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ranks of one of the largest, most diverse, and most sophisticated peace coalitions in US history. The activists came from a variety of backgrounds: wealthy, middle, and working class; urban and rural; white and black; Christian and Jewish and atheist. They mounted street demonstrations and popular exhibitions, attracted prominent leaders from the labor and suffrage movements, ran peace candidates for local and federal office, met with President Woodrow Wilson to make their case, and founded new organizations that endured beyond the cause. For almost three years, they helped prevent Congress from authorizing a massive increase in the size of the US army—a step advocated by

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ex-president Theodore Roosevelt. When the Great War's bitter legacy led to the next world war, the warnings of these peace activists turned into a tragic prophecy—and the beginning of a surveillance state that still endures today. Peopled with unforgettable characters and written with riveting moral urgency, War Against War is a “fine, sorrowful history” (The New York Times) and “a timely reminder of how easily the will of the majority can be thwarted in even the mightiest of democracies” (The New York Times Book Review). “More people recognize the importance of Allyship—and that's great. Unfortunately, many men still don't know what they

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need to do to effect change so everyone feels valued and empowered at work. In Showing Up, Ray Arata provides clear guidance on how to turn good intentions into action. I strongly recommend it to everyone interested in helping create a more equal and productive workplace.” —Sheryl Sandberg, COO of Facebook and founder of LeanIn.Org and OptionB.Org Showing Up is a revolutionary step-by-step guide—by and for men—to end toxic masculinity and enact heart-based leadership, increase diversity, bolster the bottom line, and create a workplace culture where everyone wins. The Time's Up, Me Too, and Black Lives Matter movements have sounded a wake-

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up—especially for men.

Organizations worldwide now realize the critical importance of diversity, equity, and inclusion (DEI) for underrepresented people. It's abundantly clear: the default model of masculinity isn't working for anyone. But for a new and healthier infrastructure, for permanent and transformational shifts, we need a plan that includes men. In *Showing Up*, Ray Arata details the proven methods he's shared with such companies as Verizon, Bloomberg, Moody's, Intel, Toyota, Hearst, and more, teaching men to

- Embrace healthy masculinity as a cornerstone of inclusionary leadership;**
- Identify unhealthy masculine behaviors in the**

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workplace—like mansplaining, maninterrupting, and manopolizing; • Adopt behavior modifications aligned with being an inclusive leader and ally; • Incorporate specific language to use in healthy discussions; and • Leverage power and position to elevate underrepresented groups.

Toyota Culture

War Against War

How to Grow People and Build a Fun Lean Culture

How to Shape the Unseen Force that Transforms Performance

The Five Keys to a Lean Business Transformation

Developing Your People the Toyota Way

Results That Last

International Conference on Industrial Engineering

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and Engineering Management is sponsored by Chinese Industrial Engineering Institution, CMES, which is the unique national-level academic society of Industrial Engineering. The conference is held annually as the major event in this area. Being the largest and the most authoritative international academic conference held in China, it supplies an academic platform for the experts and the entrepreneurs in International Industrial Engineering and Management area to exchange their

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research results. Many experts in various fields from China and foreign countries gather together in the conference to review, exchange, summarize and promote their achievements in Industrial Engineering and Engineering Management fields. Some experts pay special attention to the current situation of the related techniques application in China as well as their future prospect, such as Industry 4.0, Green Product Design, Quality Control and Management, Supply Chain

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and logistics Management to cater for the purpose of low-carbon, energy-saving and emission-reduction and so on. They also come up with their assumption and outlook about the related techniques' development. The proceedings will offer theatrical methods and technique application cases for experts from college and university, research institution and enterprises who are engaged in theoretical research of Industrial Engineering and Engineering Management and

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its technique's application in China. As all the papers are feathered by higher level of academic and application value, they also provide research data for foreign scholars who occupy themselves in investigating the enterprises and engineering management of Chinese style.

Fifteen years after Toyota announced it would build a manufacturing plant in the heart of the Bluegrass, Kentucky crafts are being used to help sell Camrys at car dealerships in

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Japan and sushi and Japanese condiments are widely stocked on grocery shelves in a number of cities across Kentucky. In early 2000, the state boasted more than 100 Japanese companies representing a total investment of more than seven billion dollars, employing more than 33,000 Kentuckians. Japan in the Bluegrass is the first book to focus on the regional and local impact of the globalization of Japanese businesses, particularly Toyota, in the United States.

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Fourteen American and Japanese contributors include geographers, political scientists, sociologists, and an economist, urban planner, and environmental scientist, and their essays go beyond the traditional exploration of politics and economics to examine the social, cultural, and environmental effects of Japanese investment in Kentucky. The authors examine the factors that brought these companies to this part of the United States, which range from a

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well-developed system of highways to cooperation from state and local governments to hefty incentive packages. They discuss the significant influence of Toyota and its suppliers on local communities in Kentucky as well as in Toyota City, Japan. Essays also cover the social and cultural shifts that have resulted from Japanese investment, including educational activities in public schools, the relationship between business and local media, and the integration of Japanese managers and

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their families into
Kentucky communities.
Regarded as one of the
most influential
management books of all
time, this fourth edition
of Leadership and
Organizational Culture
transforms the abstract
concept of culture into a
tool that can be used to
better shape the dynamics
of organization and
change. This updated
edition focuses on today's
business realities. Edgar
Schein draws on a wide
range of contemporary
research to redefine
culture and demonstrate

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the crucial role leaders play in successfully applying the principles of culture to achieve their organizational goals.

Toyota doesn't just produce cars; it produces talented people. In the international bestseller, *The Toyota Way*, Jeffrey Liker explained Toyota's remarkable success through a 4P model for excellence—Philosophy, People, Problem Solving, and Process. Liker, with coauthor David Meier, provided deeper insight into the practical application of the

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principles in The Toyota Way Fieldbook. Now, these authorities on Toyota reveal how you can develop talented people and achieve incredible results in your company. Toyota Talent walks you through the rigorous methodology used by this global powerhouse to grow high-performing individuals from within. Beginning with a review of Toyota's landmark approach to developing people, the authors illustrate the critical importance of creating a learning and teaching culture in your

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organization. They provide specific examples necessary to train employees in all areas—from the shop floor to engineering to staff members in service organizations—and show you how to support and encourage every individual to reach his or her top potential. Toyota Talent provides you with the inside knowledge you need to Identify your development needs and create a training plan Understand the various types of work and how to break complicated jobs

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into teachable skills Set
behavioral expectations by
properly preparing your
workplace Recognize and
develop potential trainers
within your workforce
Effectively educate
nonmanufacturing employees
and members of the staff
Develop internal Lean
Manufacturing experts
Guiding you with expert
tips and training aids, as
well as real-world
examples drawn from the
authors' two decades of
research and field work,
Liker and Meier show you
how to get the most out of
people who live and

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breathe your company's
philosophy—and who work
together toward a common
goal.

People, Process, and
Culture

The Toyota Way

The Sensei Way at Work
Management Principles for
Enduring Growth

2 Second Lean

Leading in Life, Home, and
Work

The American Fight for
Peace, 1914–1918

Winner of the Shingo Prize for
Research and Professional
Publication, 2009 The
international bestseller The
Toyota Way explained the

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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

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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

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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 ability to bring new and innovative products to market rapidly is the prime critical

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competence for any successful consumer-driven company. All industries, especially automotive, are slashing product development lead times in the current hyper-competitive marketplace. This book is the first to thoroughly examine and analyze the truly effective product development methodology that has made Toyota the most forward-thinking company in the automotive industry. Winner of the 2007 Shingo Prize For Excellence In Manufacturing Research! In *The Toyota Product Development System: Integrating People, Process, and Technology*, James Morgan and Jeffrey Liker compare and contrast the world-class

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product development process of Toyota with that of a U.S. competitor. They use extensive examples from Toyota and the U.S. competitor to demonstrate value stream mapping as an extraordinarily powerful tool for continuous improvement. Through examples and case studies, this book illustrates specific techniques and proven practices for dealing with challenges associated with product development, such as synchronizing multiple disciplines, multiple function workload leveling, compound process variation, effective technology integration, and knowledge management. Readers of this book

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can focus on optimizing the entire product development value stream rather than focus on a specific tool or technology for local improvements.

Written by former Toyota associates, *Toyota By Toyota: Reflections from the Inside* Leaders on the Techniques That Revolutionized the Industry focuses on the purpose of Lean methodologies, techniques, and principles. It compiles more than a century of combined experience from management-level employees who supply little-known insights about the Toyo "Toyota Kata gets to the essence of how Toyota manages continuous improvement and

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human ingenuity, through its improvement kata and coaching kata. Mike Rother explains why typical companies fail to understand the core of lean and make limited progress—and what it takes to make it a real part of your culture." —Jeffrey K. Liker, bestselling author of *The Toyota Way* "[Toyota Kata is] one of the stepping stones that will usher in a new era of management thinking." —The Systems Thinker "How any organization in any industry can progress from old-fashioned management by results to a strikingly different and better way." —James P. Womack, Chairman and Founder, Lean Enterprise Institute "Practicing

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the improvement kata is perhaps the best way we've found so far for actualizing PDCA in an organization." —John Shook, Chairman and CEO, Lean Enterprise Institute This game-changing book puts you behind the curtain at Toyota, providing new insight into the legendary automaker's management practices and offering practical guidance for leading and developing people in a way that makes the best use of their brainpower. Drawing on six years of research into Toyota's employee-management routines, Toyota Kata examines and elucidates, for the first time, the company's organizational

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routines--called kata--that power its success with continuous improvement and adaptation. The book also reaches beyond Toyota to explain issues of human behavior in organizations and provide specific answers to questions such as: How can we make improvement and adaptation part of everyday work throughout the organization? How can we develop and utilize the capability of everyone in the organization to repeatedly work toward and achieve new levels of performance? How can we give an organization the power to handle dynamic, unpredictable situations and keep satisfying customers? Mike Rother explains how to

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improve our prevailing management approach through the use of two kata: Improvement Kata--a repeating routine of establishing challenging target conditions, working step-by-step through obstacles, and always learning from the problems we encounter; and Coaching Kata: a pattern of teaching the improvement kata to employees at every level to ensure it motivates their ways of thinking and acting. With clear detail, an abundance of practical examples, and a cohesive explanation from start to finish, Toyota Kata gives executives and managers at any level actionable routines of thought and behavior that produce superior results and

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sustained competitive advantage.

Inside Stories of U.S.

Manufacturers

How Men Can Become Effective

Allies in the Workplace

Becoming Lean

Reflections from the Inside

Leaders on the Techniques That

Revolutionized the Industry

Management Begins at the

Workplace

How Toyota Became #1

Harnessing Leadership,

Organizations, People, and Tools

for Office Excellence

Goes behind the scenes to reveal

the four key management

principles for organizational

excellence--Philosophy, People,

Problem Solving, and

Process--that have become the

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cornerstone of Toyota's successful business model and reveals how Toyota maintains a culture that insures consistent innovation, growth, profitability, and mutual prosperity. Examining Lean processes in the context of the authors' academic research in-progress, *People, Process, & Culture: Lean Manufacturing in the Real World* illustrates the impact of culture on the implementation of Lean Manufacturing (LM) across various geographic and cultural areas. It identifies cultural values, as examined against Lean manufacturing disciplines, and derives culturally based Lean Manufacturing (LM) values. It then assesses these cultural values in light of specific LM components,

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such as PULL systems and TPM, to demonstrate varying perspectives and applications. Illustrates global cultural influences on Lean implementation Uses academic research as the foundation of the material Examines the many Lean components currently in use around the world Building on the continued prominence of LM as the preferred operational approach, the book supplies time-tested advice to help you sort through the flood of information on Lean techniques and culture. It examines the numerous Lean components currently being deployed successfully around the world and identifies the limitations that can result from the varying interpretations and

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applications of Lean systems. Lean culture is all about Lean vision, mission, and values. This book not only identifies the Lean values required, but also supplies the understanding to integrate these values across all levels of your organization. The book will be especially helpful to international corporate managers working to demystify the sometimes hard-to-understand characteristics of Lean transformation.

The Toyota Way Fieldbook is a companion to the international bestseller The Toyota Way. The Toyota Way Fieldbook builds on the philosophical aspects of Toyota's operating systems by detailing the concepts and providing practical examples for

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application that leaders need to bring Toyota's success-proven practices to life in any organization. The Toyota Way Fieldbook will help other companies learn from Toyota and develop systems that fit their unique cultures. The book begins with a review of the principles of the Toyota Way through the 4Ps model-Philosophy, Processes, People and Partners, and Problem Solving. Readers looking to learn from Toyota's lean systems will be provided with the inside knowledge they need to Define the companies purpose and develop a long-term philosophy Create value streams with connected flow, standardized work, and level production Build a culture to stop and fix problems

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Develop leaders who promote and support the system Find and develop exceptional people and partners Learn the meaning of true root cause problem solving Lead the change process and transform the total enterprise The depth of detail provided draws on the authors combined experience of coaching and supporting companies in lean transformation. Toyota experts at the Georgetown, Kentucky plant, formally trained David Meier in TPS. Combined with Jeff Liker's extensive study of Toyota and his insightful knowledge the authors have developed unique models and ideas to explain the true philosophies and principles of the Toyota Production System. Praise for Results That Last "Quint

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Studer is a superb communicator with a deep belief in the power of relationships. His informal tone, sense of humor, and real-world stories bring his business principles to life. Results That Last has a vital, optimistic quality that will keep readers re-reading long after other leadership books have been relegated to a dark corner of the shelf." --Nido Qubein, author of How to Get Anything You Want; President, High Point University; Chairman, Great Harvest Bread Company; and founder, National Speakers Association Foundation "Results That Last is long overdue and fills a big gap in effective business management. There are legions of books that show us the way to achieve successful results in

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business, but very few that teach us how to institutionalize success. In reality, achieving success is the easy part. The real challenge is to achieve results that last. Quint Studer not only proves it is possible to hardwire a culture for lasting results, but lays out a simple, logical, and effective way to do so. Anyone who wants to make success a habit needs to read this book." --Bob MacDonald, former CEO, Allianz Life of North America and author of Beat the System: 11 Secrets to Building an Entrepreneurial Culture in a Bureaucratic World "I have always been fascinated by how the various parts of an organization work together to achieve strategic objectives. In Results That Last, Quint Studer explores the

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complex subject of performance improvement in a fresh, readable, and easy-to-grasp way. By standardizing certain business practices and leader behaviors, any company in any field can create an environment that allows it to achieve and sustain long-term results." --David F.

Giannetto, coauthor of *The Performance Power Grid: The Proven Method to Create and Sustain Superior Organizational Performance*

Enhancing Organizational Performance

The Culture Cycle

The Toyota Way Fieldbook

Theory and Application of Industrial Engineering

Japan in the Bluegrass

Transplanting the Toyota Culture

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to the Camry Plant in Kentucky
Toyota Kata: Managing People for
Improvement, Adaptiveness and
Superior Results

**The timeless treasures found
in the book of Nehemiah give
practical advice for
leadership in one's personal
and professional life.**

**Relevant Leadership
Revolutionary Results is
designed to move people
forward through giving sound
principles and systems that
work regardless of what
stage of life or profession
you are in. This book helps
you define you "why," or
"purpose," and then helps
you develop a plan and
accountability system in
order to achieve your goals**

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and build character in the process. It discusses the PDCA process, (Plan, Do, Check, Adjust), which when applied to any desired goal, allows for overall growth and forward movement. The book discusses creating a culture of respect, thanksgiving, and trust. Whether this is inside one's home or in a business, culture will define how people respond to others. Conflict management, problem-solving strategies, people engagement, and more are all found in talked about in applicable ways. We all influence people, but are you ready to be intentional about leading and making a

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difference? "If you're looking for a book to help you develop a culture of continuous improvement and mutual trust and respect in your organization, Relevant Leadership Revolutionary Results is for you. Herald and Sparks have mined countless gems from a "not so well known" book and character in the bible, Nehemiah. They illustrate how we can operate today with the same principles Nehemiah did then. To have vision and purpose, care about the people you "serve" as a leader and get phenomenal results. This and other timeless principles of leadership and life are

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brought to life with present day examples and stories that will help us all "continually improve" in the workplace, family or any other organization." - Mike Hoseus, Co-Author "Toyota Culture, The Heart and Soul of the Toyota Way"
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

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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

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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

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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

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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 recalls-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

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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.

What is Lean? Pure and simple, lean is reducing the time from customer order to

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manufacturing by eliminating non-value-added waste in the production stream. The ideal of a lean system is one-piece flow, because a lean manufacturer is continuously improving. Most other books on lean management focus on technical methods and offer a picture of how a lean system should look like. Other books provide snapshots of companies before and after lean was implemented. This is the first book to provide technical descriptions of successful solutions and performance improvements. It's also the first book to go beyond snapshots and includes powerful first-hand

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accounts of the complete process of change; its impact on the entire organization; and the rewards and benefits of becoming lean. At the heart of *Becoming Lean* are the stories of American manufacturers that have successfully implemented lean methods. The writers offer personalized accounts of their organization's lean transformation. You have a unique opportunity to go inside the implementation process and see what worked, what didn't, and why. The world's bestselling Lean expert shows service-based organizations how to go Lean, gain value, and get

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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

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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

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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.

Toyota Talent
Leading Your Team to Success
Toyota Culture: The Heart
and Soul of the Toyota Way
The Toyota Way to Continuous
Improvement: Linking
Strategy and Operational
Excellence to Achieve
Superior Performance
An American Teacher in a
Japanese School
Office Kaizen 2

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**14 Management Principles
from the World's Greatest
Manufacturer**

Total quality management (TQM), reengineering, the workplace of the twenty-first century--the 1990s have brought a sense of urgency to organizations to change or face stagnation and decline, according to Enhancing Organizational Performance. Organizations are adopting popular management techniques, some scientific, some faddish, often without introducing them properly or adequately measuring the outcome. Enhancing

Organizational Performance reviews the most popular current approaches to organizational change--total quality management, reengineering, and downsizing--in terms of how they affect organizations and people, how performance improvements can be measured, and what questions remain to be answered by researchers. The committee explores how theory, doctrine, accepted wisdom, and personal experience have all served as sources for organization design. Alternative organization

structures such as teams, specialist networks, associations, and virtual organizations are examined. Enhancing Organizational Performance looks at the influence of the organization's norms, values, and beliefs--its culture--on people and their performance, identifying cultural "levers" available to organization leaders. And what is leadership? The committee sorts through a wealth of research to identify behaviors and skills related to leadership effectiveness. The volume examines techniques for developing these skills and

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suggests new competencies that will become required with globalization and other trends. Mergers, networks, alliances, coalitions--organizations are increasingly turning to new intra- and inter-organizational structures. Enhancing Organizational Performance discusses how organizations cooperate to maximize outcomes. The committee explores the changing missions of the U.S. Army as a case study that has relevance to any organization. Noting that a musical greeting card contains more computing power than existed in the

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entire world before 1950, the committee addresses the impact of new technologies on performance. With examples, insights, and practical criteria, Enhancing Organizational Performance clarifies the nature of organizations and the prospects for performance improvement. This book will be important to corporate leaders, executives, and managers; faculty and students in organizational performance and the social sciences; business journalists; researchers; and interested individuals.

Becoming Tigers - Leading

***Your Team to Success
Learning to Bow has been
heralded as one of the
funniest, liveliest, and most
insightful books ever written
about the clash of cultures
between America and Japan.
With warmth and candor,
Bruce Feiler recounts the year
he spent as a teacher in a
small rural town. Beginning
with a ritual outdoor bath and
culminating in an all-night trek
to the top of Mt. Fuji, Feiler
teaches his students about
American culture, while they
teach him everything from
how to properly address an
envelope to how to date a***

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Japanese girl.

***The formula for Lean success!
Toyota veterans reveal how to
build continuous improvement
into your company's DNA Ever
since Toyota introduced the
revolutionary Toyota
Production System (TPS),
businesses have tried to
replicate Toyota's success.
Few have succeeded over the
long term. What businesses
have failed to realize is that
TPS calls for a fundamentally
different way of thinking. Now,
at long last, here is a
straightforward guide that
make sense of the thinking
culture behind Toyota's***

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phenomenal success. In its pages, authors Tracey and Ernie Richardson speak from the heart as Toyota employees who worked in the Kentucky factory when the company was first introducing its people-first approach in the U.S., and went on in the ensuing decades to teach Lean thinking around the world. In The Toyota Engagement Equation, the authors take you through Toyota's own journey of discovery. This deep dive into the company's game-changing work practices reveals how employees were developed,

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how they were taught to spot and define problems through standardization, how they were coached to solve them, and how they were encouraged to improve their thinking as they moved forward. And you'll see how Toyota developed this simple but profoundly effective approach into an overall management system—and how you can achieve amazing results in your company through the same system. In the world of Lean design and implementation handbooks, The Toyota Engagement Equation stands out as a

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***fresh, unique, and
authoritative guide to building
your business into the Toyota
of your industry. As the
authors see it, TPS has now
evolved to the “Thinking
People System!”
Toyota by Toyota
Hardwiring Behaviors That
Will Take Your Company to the
Top
The Channel Advantage
Organizational Culture and
Leadership
Courage
Designing the Future: How
Ford, Toyota, and other World-
Class Organizations Use Lean
Product Development to Drive***

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***Innovation and Transform
Their Business***

***Proceedings of the 23rd
International Conference on
Industrial Engineering and
Engineering Management 2016***

Examines the Toyota team culture as a conceptual framework and uses it to discuss related topics, such as workplace injuries, the implications of alienating assembly workers, and the role of women.

Toyota's world-renowned success proves that just-in-time (JIT) makes other manufacturing practices obsolete. This simple but powerful book is based on the seminars given by Taiichi

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Ohno and other senior production staff to introduce Toyota's own supplier companies to JIT. It teaches the philosophy and implementation of what many call the most efficient production system in the world. Provides a clear structure for an introductory JIT training program. Explains every aspect of the JIT system, including how to set it up and how to refine it once it's in place. Shows how to use a simple visual system to control the production process. Every day more American companies are learning that JIT works outside Japan. Now you can get started with this step-by-

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step book which guides you through the implementation process. Every engineer, manager, supervisor, and worker should read this book to get the clearest, simplest, and most complete introduction to JIT available in English. Results at American companies after reading this book: Lead-time on one product was reduced from 12 weeks to 4 days. Setup time on a large blanking press was reduced from eight hours to one minute and four seconds. Work-in-process has been reduced 50 percent plant-wide. Factory floor space was opened up 30 to 40 percent in every one of their plants.

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The Sensei Way at Work follows in the wake of dozens of successful business books on the Toyota production system, lean enterprise, and the Toyota Way, yet it is unique. It identifies the five keys that sustain successful lean production in Western enterprises—a challenge that has stymied business leaders, managers, and lean coaches for decades. The first reason for our frequent inability to sustain the initial gains of lean startups is a misunderstanding of the Japanese term "kaizen mind." Many mistranslate it as a "hunger" for business efficiency and cost reduction. In fact, kaizen mind is a

psychology of "mindfulness" joined with "creativity." And once evoked by a sensei, it can be applied (without training) when a leader mandates that employees and managers solve quality problems and redesign the work together. The second reason is our need to develop new change leaders who know "the way." A sensei immerses prospects in a series of challenges until they learn to do the work of change with the mind of a leader, that is, from the states of presence, flow, and compassion. Lasting organizational transformation becomes possible, even inevitable, when its leaders learn the five keys and realize

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"one big thing" in the Sensei Way.

Hoshin Kanri has been used successfully by Toyota and other top-tier companies in Japan and the United States to achieve strategic business and lean goals. The underlying power of a successful hoshin kanri process relays on how Toyota creates an environment of continuous improvement. Toyota is a strong business because of its people, and people are the value of its system. This book focuses more on people rather than the process.

Management behavior, motivation, core organizational values and teamwork, leadership

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development, and culture change are the real factors of any business success. Akio Toyoda said after several recent recalls that the rate of the company's growth was higher than the rate of the development of its people. Successful businesses need to invest in the people and put the people before the process. Read this book and you will see why a gap remains between successful and less successful companies in terms of process management, people management, and the adaptability of culture.

Becoming TIGERS
Hoshin Kanri
The Backbone of Leadership

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**Lean Transformation in
Service Organizations
Learning to Bow
Integrating People, Process,
and Technology**

*Building upon the
international bestselling
Toyota Way series of books
by Jeffrey Liker, The Toyota
Way to Continuous
Improvement looks critically
at lean deployments and
identifies the root causes
of why most of them fail.
The book is organized into
three major sections
outlining: Why it is
critical to go beyond
implementing lean tools and,
instead, build a culture of
continuous improvement that
connects operational*

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*excellence to business
strategy Case studies from
seven unique industries
written from the perspective
of the sensei (teacher) who
led the lean transformation
Lessons about transforming
your own vision of an ideal
organization into reality
Section One: Using the Plan-
Do-Check-Adjust (PDCA)
methodology, Liker and Franz
contrast true PDCA thinking
to that of the popular,
superficial approach of
copying "lean solutions."
They describe the importance
of developing people and
show how the Toyota Way
principles support and drive
continuous improvement.
Explaining how lean systems*

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and processes start with a purpose that provides a true north direction for all activities, they wrap up this section by examining the glaring differences between building a system of people, processes, and problem-solving that is truly lean versus that of simply trying to "lean out" a process. Section Two: This section brings together seven case studies as told by the sensei who led the transformation efforts. The companies range from traditional manufacturers, overhaul and maintenance of submarines, nuclear fuel rod production, health care providers, pathology labs,

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and product development. Each of these industries is different but the approaches used were remarkably similar. Section Three: Beginning with a composite story describing a company in its early days of lean implementation, this section describes what went right and wrong during the initial implementation efforts. The authors bring to light some of the difficulties the sensei faces, such as bureaucracies, closed-minded mechanical thinking, and the challenges of developing lean coaches who can facilitate real change. They address the question: Which is better, slow and deep

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organic deployment or fast and broad mechanistic deployment? The answer may surprise you. The book ends with a discussion on how to make continuous improvement a way of life at your company and the role of leadership in any lean transformation. The Toyota Way to Continuous Improvement is required reading for anyone seeking to transcend his or her tools-based approach and truly embrace a culture of continuous improvement. How to speed up business processes, improve quality, and cut costs in any industry In factories around the world, Toyota

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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:

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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 qualitycontrol inspector How companies are using lean development to revolutionize their product and service offerings—vital lessons any business leader can use as an engine of innovation How did Ford Motors use Lean Development to pull off one of the most impressive corporate turnarounds in history? Largely by avoiding the mistakes that so many

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companies make when in a death spiral. They looked beyond manufacturing efficiency to change the very fundamentals of how they developed vehicles. In *Designing the Future*, Lean product development expert James Morgan and world-renowned Lean guru Jeffrey K. Liker reveal why so many companies have achieved only moderate success with Lean in operations, with a limited impact on their overall business. They take you through the process of bringing the best of Lean management to your enterprise—in order to link your business strategy to superior value designed for

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customers. The authors provide an actionable approach to building a better future for your business fueled by an iterative, integrated process that relies on simultaneous engineering, linking strategy and vision. They illustrate how to empower skilled and talented people to make collaboration and innovation a habit—hour to hour and day to day. It's the secret of full implementation of Lean—and this groundbreaking guide takes you through every step of the process. The best way to predict the future is to create it. With *Designing the Future*, you

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have everything you need to create a flexible, iterative business-transformation process that takes you from strategic vision to value stream creation for maximum customer value delivery.

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

of manufacturing and business success—and how you can achieve similar results

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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

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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

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*innovation Meet all the
needs of your customers
Position your company for
long-term success
Lessons from Toyota Leader
Isao Yoshino on a Lifetime
of Continuous Learning
The Toyota Product
Development System
Kanban Just-in Time at
Toyota
The Toyota Way - Management
Principles and Fieldbook
(EBOOK BUNDLE)
Relevant Leadership
Revolutionary Results
Learning to Lead, Leading to
Learn
How Ford, Toyota, and other
World-Class Organizations
Use Lean Product Development
to Drive Innovation and*

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Transform Their Business

'The Channel Advantage' deals with one topic, and deals with it comprehensively and rigorously: how to construct a sales channel system that will yield world-class sales performance and durable competitive advantage. This book helps readers move decisively away from the notion of channel strategy as a sideline to the core business. Building a channel advantage is the core business today, and this is an essential text and reference for all serious marketing and sales professionals and students. Channel innovation is separating market winners from market losers, and not just in leading-edge technology industries. In a business world where industry players are selling practically

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the same products at essentially the same prices at about the same cost, the only real source of sustainable competitive advantage is the sales channel: how you sell, not what you sell. Selling becomes a question of how to connect products with customers via the best mix of sales channels: the sales force, value-added partners, distributors, retail stores, telemarketing, and the Internet. In short, how companies sell has become as important as what they sell. 'The Channel Advantage' explains how leading companies develop strategies that integrate e-commerce, telemarketing, sales forces, and distributors to achieve superior sales performance and sustainable competitive advantage. Timothy R.

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Furey is chairman, CEO and co-founder of Oxford Associates, a privately held consulting firm specializing in sales and market strategy, e-commerce channel integration and market research, based in Bethesda, Maryland. Oxford has achieved an annual growth of more than forty percent since its creation in 1991 and was named one of America's 500 fastest growing private companies by Inc. Magazine in 1997. Furey, a pioneer in the use of hybrid sales and marketing strategies for blue chip companies, works extensively with senior management leadership teams to develop and implement go-to-market growth strategies. His clients include IBM, American Express, Marriott, Xerox, Fidelity Investments, Bristol-

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Myers Squibb, and Johnson & Johnson. Under his leadership, Oxford Associates has developed leading-edge strategies, business processes and systems for deploying and integrating multi-channel sales and marketing systems. They work to align products with the right customers via an appropriate mix of the Internet, telesales, distributors, value-added partners, and traditional sales force channels. Mr. Furey is the co-author of THE CHANNEL ADVANTAGE (Butterworth-Heinemann, August 31, 1999), which is endorsed by the CEOs of America Online, Lotus Development, Ocean Spray, and Xerox. Mr. Furey also serves on the Board of Directors of Alpha Industries (Nasdaq:AHAA), a leading semiconductor manufacturer

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for wireless telephone applications. Previously, Mr. Furey worked with Boston Consulting Group, Strategic Planning Associates, Kaiser Associates and the Marketing Science Institute. He earned a BA in Economics, cum laude, from Harvard University and an MBA from the Harvard Business School. Lawrence G. Friedman is an internationally recognized channel strategy consultant whose clients have included companies such as Lotus, AT&T, Canon, Compaq Digital Equipment, Microsoft and Bell Atlantic. He also held executive level positions at Andersen Consulting and Huthwaite, Inc., the sales research firm that developed the SPIN Selling Model. In 1996, Friedman, with Neil Rackham and Richard Ruff, co-authored the best-

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seller, GETTING PARTNERING RIGHT (McGraw-Hill). He is on the review board of the Journal of Selling and Major Account Management, which published his article, Multiple Channel Sales Strategy, in the April, 1999 issue. His firm, The Sales Strategy Institute, works with clients to identify and evaluate new go-to-market opportunities and conducts in-depth channel strategy workshops and seminars. Mr. Friedman is a frequent guest speaker and lecturer on sales and channel strategy throughout the United States, Europe and Asia. Mr. Friedman earned an MA from the University of Chicago.

Examines the reasons behind the success of Toyota as the world's number one automaker, focusing on its

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history, the abilities of its senior management, and the power of its corporate culture.

Winner of a Shingo Research and Professional Publication Award

*Toyota's sustained growth attracts the attention of economists and industrialists around the world eager to learn the secrets of Toyota's lasting success. In *Inside the Mind of Toyota: Management Principles for Enduring Growth*, Satoshi Hino examines the source of Toyota's strength: the fundamental thinking and management structures that lie beneath the creation of its famed Toyota Production System. From the perspective of a professional with 30 years experience in the auto industry, Hino presents a fresh and detailed analysis of Toyota's essential*

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management system, from its very beginnings into the 21st century. The ultimate goal is not simply to mimic Toyota's formula, but to learn from it and, in doing so, surpass it. From the Translator's Foreword: Unlike most Toyota watchers, Hino urges us to set our sights not on replicating Toyota's success, but on surpassing it. This point is crucial, because it moves our attention away from slavish imitation of what is visible on the surface and challenges us to tap into deeper and more powerful mechanisms of excellence. This is not a cookbook and it is not 'Toyota Lite.' It deserves serious study, application and experimentation. Learn how Toyota thinks, Hino is telling us. Learn Toyota's strengths, make them your

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*own and then exceed them. —Andrew
Dillon, September*

Team Toyota

Lean Manufacturing in the Real World

How Toyota Creates a Culture of

Continuous Improvement to Achieve

Lean Goals