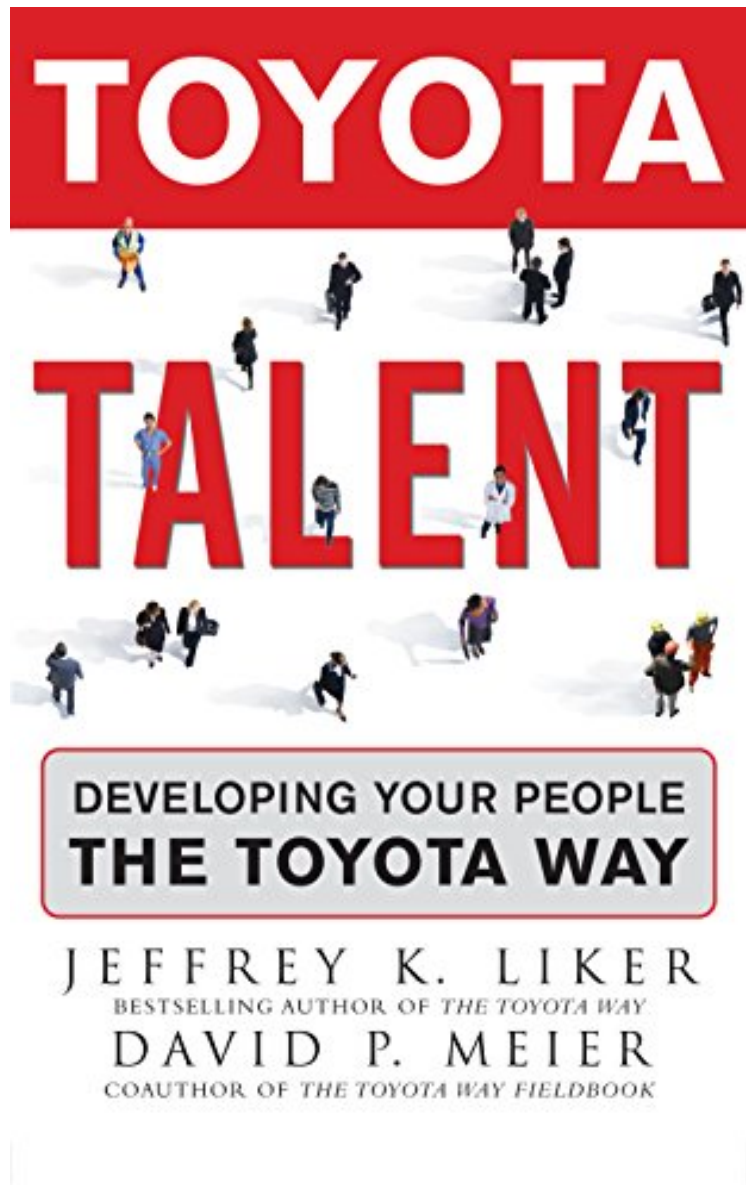


Toyota Talent: Developing Your People the Toyota Way

Jeffrey K. Liker, David Meier

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Jeffrey K. Liker, David Meier : Toyota Talent: Developing Your People the Toyota Way before purchasing it in order to gauge whether or not it would be worth my time, and all praised Toyota Talent: Developing Your People the Toyota Way:

14 of 15 people found the following review helpful. A must read for any lean practitioner By Michael Balle Seriously, if you don't read this, you'll never get any lean effort to stick. Liker and Meier are uncovering yet another huge part of the Toyota Production System: its base! Ultimately, Toyota did not invent the Toyota Production System to have a

nice lean method, but to build (and sell!) better cars by developing better thinking, ie competence and judgement in all its employees - "making things is about making people" in TPS parlance. Although this aspect of TPS is oft mentioned, never has it been systematically detailed clearly as in Liker and Meier's book. We can see the effort and application Toyota brings to training and developing its people, operators and management alike. Why is this so important to lean implementation? Without it the results simply don't sustain themselves. Whereas the kaizen workshops and cost reduction efforts are the bricks that can build a budget, on-the-job training of standard work is the mortar that holds the bricks together. There is no point in improving quality or reducing the cost in a cell by going to single-piece-flow if the team members can't keep up the new standards or if the team members, team leaders and supervisors can't solve all the problems which appear in striving to work at standard. Toyota Talent shows to what extent and in what level of detail Toyota is interested in analyzing work to sustain standards and look for waste to eliminate. It also give a good idea of how to build a training program to start building on people rather than continuously building on sand. Finally, it gives detailed guidance on how to conduct on-the-job training, and how to train the supervisors to do so. Experience of working with Toyota engineers and operators is that they simply "know more" about the job at hand. This obvious but crucial factor is a definite (and hard to reproduce) competitive edge which underlies every aspect of Toyota's success with lean, and why so few companies succeed in reproducing it fully. It is no accident that standardized work kaizen form the basis of the "TPS temple". Toyota Talent describes the foundations of TPS and sheds the light on how Toyota works hard at developing people who simply "know more." If you're a lean person, drop everything you're doing until you've read this book - it will shine a different light on the way you were going about implementing lean up to now - and open new avenues for thought and action. If you've not discovered lean yet, this book will remind you how the people side of enterprise, no matter how obvious and crucial, is currently largely absent from the business discourse (although alive and well at Toyota). We hear little these days about empowerment, participation, training and so on. This book will remind you that indeed, people are a company's most precious asset, and there is a tried and tested method to develop them. Read the book. 8 of 9 people found the following review helpful. Excellent description of Toyota's training method By Bas Vodde Liker and Meier did it again and wrote again an excellent book. This time it's the first in a new series about Toyota. I cannot wait for the next ones to be released. Toyota Talent's main content is the training methods used by Toyota which originates from the Training Within Industry, Job Instruction module. Training within Industry was a US program to help the war effort. After the war, they send the trainers to Japan to help the Japanese industry. The TWI material made it in Toyota and they improved it and started using it. I was aware of the TWI JI module before reading this book. I always found it interesting, however, my main job has always been in product development. So, before reading this book, I was quite biased that "it will not work for product development". Liker and Meier gradually tackled my bias. In chapter 5 they introduce the excellent task variety table. This makes a distinction between the different type of tasks, from routine to nonroutine. Then they continue describing that every job consists of all the different types of tasks. More mechanical jobs contain more routine tasks, more engineering will contain more craft tasks. I slowly move over my prejudice and start to see that even my own job has a whole bunch of routine tasks. Doing this in the beginning of the book made me more open towards reading the rest. After this Meier and Liker go into very much detail on how to standardize work, break it down and how to train it to other people. The descriptions are incredibly detailed, concrete and clear. In the end, it shortly talks about the talent development approach to nonroutine work, but unfortunately this was only 3 or 4 pages. The books could have included more on that subject also still. Anyways, I learned a lot. I don't know yet how to apply this knowledge in real life, but I'm sure, somehow I will and this book will be very beneficial. Great work. 0 of 0 people found the following review helpful. This book adds to the well rounded selection of the ... By Aaron Cook This book adds to the well rounded selection of the Toyota way. Try out the Continuous Improvement and Lean Leadership one for a wholistic view and more tools to complement each these!

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

From the Back Cover
Toyota's Secrets to Building an Exceptional Workforce
Leading Toyota authorities Jeffrey Liker and David Meier give you the keys to growing top performers from within through a detailed process of preparation, training, and follow-up. Drawing upon Liker's detailed study of Toyota's manufacturing, technical, and service organizations across the globe, and Meier's deep experience gained from working with some of Toyota's best sensei, the authors bring the company's proven practices to life through insight and exercises, enabling you to
Define your organizational needs and objectives
Create development plans for all employees
Grow your top talent from within
Analyze routine work and ancillary tasks
Break down a job for effective training
Break the cycle of poor training and results to create a cycle of continuous learning and improvement
About the Author
Jeffrey K. Liker, Ph.D., author of the bestselling *The Toyota Way*, is Professor of Industrial and Operations Engineering at the University of Michigan and coowner of lean consulting firm Optiprise, Inc. His Shingo-Prize winning work has appeared in *The Harvard Business Review*, *Sloan Management Review*, and other leading publications. David P. Meier is coauthor (with Liker) of *The Toyota Way Fieldbook*, and is President of Lean Associates, Inc., a consulting company dedicated to supporting other organizations in their efforts to learn from the Toyota Way. David was a group leader for Toyota Motor Manufacturing for ten years.