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# Toyota Kata Managing People For Improvement Adaptiveness And Superior Results

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*A Practical Guide*  
McGraw Hill  
Professional  
The name W. Edwards  
Deming is synonymous  
with the most  
insightful views,  
ideas, and commentary  
on management and  
quality control.  
Referred to as "the  
high prophet of  
quality" by the New  
York Times, Deming was  
instrumental in the  
spectacular rise of

Japanese industry after papers, lectures, and  
World War II and notes touching on a  
influenced many of the wide range of topics,  
world's most innovative but which focus on  
managers in the ensuing Deming's overriding  
decades. His original message: quality and  
ideas led directly to operations are all  
the creation of about systems, not  
relationships with individual performance;  
suppliers and a the system has to be  
plethora of quality initiatives. Now, with  
The Essential Deming, worker can perform  
Fordham University well. The Essential  
professor and Deming Deming reveals Deming's  
expert Joyce Orsini unique insight about:  
draws on a wealth of How poor management  
previously unavailable infects an entire  
material to present the organization The  
legendary thinker's critical importance of  
most important management on producing  
management principles quality products and  
in one indispensable services Improving  
volume. The book is management in any  
filled with articles, company The effective  
management of

people--the manager's single most important task How to educate workers into critical thinkers Ways to preserve statistical integrity while dealing with real-world problems Fully authorized by the Deming estate and published in cooperation with The W. Edwards Deming Institute, *The Essential Deming* is the first book to distill Deming's life's worth of thinking and writing into a single source. Orsini provides expert commentary throughout, delivering a powerful, practical guide to superior management. With *The Essential Deming*, you have the rationale, insight, and best practices you need to transform your organization. "To move from the wilderness of news into the paths of history, we must distinguish true turning points from mistaken ones. W. Edwards Deming has seen the future and it works. He is a turning point of business history made flesh." -- U.S. NEWS & WORLD REPORT "I engaged Dr. Deming to assist Ford in planning, developing, and implementing the plans to accomplish major improvement in the way people worked together and in the quality of our products. . . . Ford achieved major success in this effort, and I consider Ed Deming to have been a key element in our progress." -- DONALD E. PETERSEN, former Chairman of the Board and Chief Executive Officer, Ford Motor Company "It can be said of very few that they changed the way the world thinks, but Dr. Deming is among them. . . . The legacy of Dr. Deming's genius, already immense, grows even larger with this new collection of his thoughts." -- DONALD M. BERWICK, Senior Fellow, Center for American Progress "Toyota Motor Corporation was awarded a Deming Prize in 1965. This laid the foundations for the present growth of our company. I do believe the ideas and theories of Dr. Deming emphasizing the importance of quality control are very useful for people of all ages." -- TATSURO TOYODA, Senior Advisor, Toyota Motor Corporation "Few rival W. Edwards Deming for impact on management in the twentieth century. Indeed, Deming and Drucker, to my mind, stand apart for the breadth and depth of their vision for management as a profession that truly might help realize the possibility of people working together at their best. . . . The publication of this expansive edition of *Deming* in Deming's own words is a seminal event." -- PETER M. SENGE, MIT and the Society for Organizational Learning

**The Toyota Way Fieldbook**  
 McGraw Hill Professional  
 Waste has plagued almost every industrial-age firm for the past century. In this powerfully argued alternative to conventional cost management thinking, experts H. Thomas Johnson and Anders Bröms assert that any company can avoid the waste that is generated through excessive operating costs in the short run and excessive losses from market instability in the long run. To gain more secure levels of profitability, management must simply change how it thinks about work and how it organizes work. *Profit Beyond Measure* details how two extremely profitable manufacturers, Toyota and the Swedish truck maker Scania, have rejected the

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traditional mechanistic mindset of managing by results that generates waste. Johnson and Bröms explain how Toyota and Scania achieve their legendary cost advantage through a revolutionary concept they call managing by means (MBM). Instead of being driven to meet preconceived accounting targets, the production systems of Toyota and Scania are governed by the three precepts that guide all living systems: self-organization, interdependence, and diversity. Amid a wealth of new insights into Toyota's vaunted system, Johnson and Bröms introduce the tools of MBM to show how design, production, and profitability analysis are done to customer order. They demonstrate that by following the principles that emulate life systems, even a lean and profitable company can organize work to greatly lessen its long-term earnings instability and sharply reduce its short-run operating costs. Scania has achieved sixty-five years of financial stability and longevity in the face of fierce competition. Toyota has amassed a market value since 1988 that has rivaled -- or sometimes surpassed -- the American "Big Three"

automakers combined. The principles that Johnson and Bröms set forth in *Profit Beyond Measure* can guarantee the same richer, longer life to any company that applies them. *The Quest to Solve Problems Before They Happen* Lean Enterprise Institute Wall Street Journal Bestseller New York Times bestselling author Dan Heath explores how to prevent problems before they happen, drawing on insights from hundreds of interviews with unconventional problem solvers. So often in life, we get stuck in a cycle of response. We put out fires. We deal with emergencies. We stay downstream, handling one problem after another, but we never make our way upstream to fix the systems that caused the problems. Cops chase robbers, doctors treat patients with chronic illnesses, and call-center reps address customer complaints. But many crimes, chronic illnesses, and customer complaints are preventable. So why do our efforts skew so heavily toward reaction rather than prevention? Upstream probes the psychological forces that push us downstream—including "problem blindness," which can leave us oblivious

to serious problems in our midst. And Heath introduces us to the thinkers who have overcome these obstacles and scored massive victories by switching to an upstream mindset. One online travel website prevented twenty million customer service calls every year by making some simple tweaks to its booking system. A major urban school district cut its dropout rate in half after it figured out that it could predict which students would drop out—as early as the ninth grade. A European nation almost eliminated teenage alcohol and drug abuse by deliberately changing the nation's culture. And one EMS system accelerated the emergency-response time of its ambulances by using data to predict where 911 calls would emerge—and forward-deploying its ambulances to stand by in those areas. Upstream delivers practical solutions for preventing problems rather than reacting to them. How many problems in our lives and in society are we tolerating simply because we've forgotten that we can fix them?

[Kaizen Express](#)  
Hachette UK  
In this first comprehensive departure from the time-and-motion dictums of

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Frederick Taylor's Shop Management that have influenced management practices for most of this century, Kiyoshi Suzaki offers a framework for successfully conducting business at its most crucial point-the shop floor. Drawing on the principles of holistic management, where organizational boundaries are smashed and co-destiny is created, Suzaki demonstrates how modern shop floor management techniques -- focusing maximum energy on the front line -- can lead to dramatic improvements in productivity and value-added-to-services. The role of management today, Suzaki argues, is to eliminate its own responsibilities by thinking of the organization from the genba, or shop floor, point of view. In this challenge, Suzaki claims, organizations need to collect the wisdom of people by practicing "Glass Wall Management," where organizations become transparent, enabling employees to contribute maximum creativity as opposed to blocking their potential with what he calls "Brick Wall Management." Further, to empower individuals to selfmanage their work and satisfy their customers, Suzaki asserts that they all should learn to manage their own "mini-company," where everybody is considered president of his or her area of responsibility. Front-line supervisors, Suzaki shows, must develop a mission and goals and share them both up and downstream. He cites examples of the "shop floor point of view" -- McDonald's Corporation's legal staff learning how to sell hamburgers and fix milkshake machines; Honda's human resource staff training on the assembly line -- that narrow the gap between top management and the shop floor. By upgrading people's skills, focusing on empowerment, and streamlining processes, Suzaki illustrates that an organization will realize concrete improvements in quality, cost, delivery, safety, morale, and ultimately, its competitive position.

Developing Lean Leaders at All Levels CRC Press

Organizations around the world are using Lean to redesign care and improve processes in a way that achieves and sustains meaningful results for patients, staff, physicians, and health systems. Lean Hospitals, Third Edition explains how to use the Lean methodology and mindsets to improve safety, quality, access, and morale while reducing costs, increasing capacity, and strengthening the long-term bottom line. This updated edition of a Shingo Research Award recipient begins with an overview of Lean methods. It explains how Lean practices can help reduce various frustrations for caregivers, prevent delays and harm for patients, and improve the long-term health of your organization. The second edition of this book presented new material on identifying waste, A3 problem solving, engaging employees in continuous improvement, and strategy deployment. This third edition adds new sections

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on structured Lean problem solving methods (including Toyota Kata), Lean Design, and other topics. Additional examples, case studies, and explanations are also included throughout the book. Mark Graban is also the co-author, with Joe Swartz, of the book *Healthcare Kaizen: Engaging Frontline Staff in Sustainable Continuous Improvements*, which is also a Shingo Research Award recipient. Mark and Joe also wrote *The Executive's Guide to Healthcare Kaizen*. [Toyota Culture: The Heart and Soul of the Toyota Way](#) McGraw Hill Professional

In *Developing Lean Leaders at all Levels* we build on the theory in the original book, *The Toyota Way to Lean Leadership*, and answer the questions: How can I apply this in my organization? What concrete actions can I take to begin the journey of becoming a lean leader? How can I spread this learning to all parts of the organization? What critical tools are needed to turn the theory to practice? This book adds examples from over twenty years of experience by Dr. Liker in working with companies

outside of Toyota. The book treats you as a student who will be actively engaged in developing lean leader skills as you read. It acts as a tutorial for beginning the journey.

**Upstream** McGraw Hill Professional

Gemba is a Japanese word meaning the actual place where value-creating work happens. Many leaders use gemba only for solving problems, visiting only when there is an issue. Others practice gemba walks on a daily basis to follow up and monitor the situation. However, Toyota believes that leaders truly develop through daily experiences at the gemba. In reality, gemba is a principle for managing, developing and improving people and processes. It is a valuable tool that helps lean practitioners learn the true facts so they can base management decisions on the actual situation.

**Toyota Kata, TWI, and Lean Training** Lean Enterprise Institute

This how-to resource provides leaders with a concrete framework for a strategic improvement plan, helping educators link the "principles" to "processes" of planning. Packed with key

takeaways and additional resources, this book provides the concrete tools to design a strong strategy for improvement and enables educational leaders to think constructively about why we plan, what an effective strategic plan should contain, and how to create meaningful dialogue to support plan development, implementation, and monitoring for continuous improvement. The *Strategy Playbook for Educational Leaders* provides superintendents, central office staff, principals, and teacher leaders with the opportunity to reframe the process of their strategic planning and breathe new life into the activity.

**Lean in a High-Variability Business** Lean Enterprise Institute

Winner of a Shingo Research and Professional Publication Award The new edition of this Shingo Prize-winning bestseller provides critical insights and approaches to make any Lean transformation an ongoing success. It shows you how to implement a sustainable, successful transformation by developing a culture that has your stakeholders throughout the o

[The Lean Manager](#) McGraw Hill Professional

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In this groundbreaking sequel to *The Gold Mine*, authors Michael and Freddy Ballé present a compelling story that teaches readers the most important lean lesson of all: how to transform themselves and their workers through the discipline of learning the lean system. *The Lean Manager: A Novel of Lean Transformation* reveals how individuals can go beyond the short-term gains from tools, and realize a deeper, sustainable path of improvement. Full of human moments that capture the excitement and drama of lean implementation, as well as clear explanations of how tools and systems go hand-in-hand, this book will teach and inspire every person working to make lean a reality in their organization today. This book will help you learn both the how of doing lean, as well as the why behind the tools, enabling you to become lean. Lean is the most important business model for competitive success today. Yet companies still struggle to sustain enduring and deep-rooted business success from their lean implementation efforts. The most important problem for these companies is becoming lean: how can they advance beyond realizing isolated gains from

deploying lean tools, to fundamentally changing how they operate, think, and learn? In other words, how can companies learn to go beyond lean turnaround to achieve lean transformation? *The Lean Manager: A Novel of Lean Transformation*, by lean experts Michael and Freddy Ballé, addresses this critical problem. As we move from what Jim Womack, author, lean management authority, and LEI founder, calls “the era of lean tools to the era of lean management,” *The Lean Manager* gives companies a definitive guide for sustaining their ability to learn and improve operations and financial performance, while continually developing people. “The only way to become and stay lean is to produce lean managers,” says Womack. “Every isolated effort will recede—or fail—unless companies learn to use the lean process as a way of developing individual problem-solvers with the ownership, initiative, and know-how to solve problems, learn, and ultimately coach new individuals in this discipline. That’s why this book matters so much.” *The Lean Manager*, the sequel to the Ballé’s international bestselling business novel *The Gold Mine*, tells the

compelling story of plant manager Andrew Ward as he goes through the challenging but rewarding journey to becoming a lean manager. Under the guidance of Phil Jenkinson (whose own lean journey was at the core of *The Gold Mine*), Ward learns to use a deep understanding of lean tools, as well as a technical know-how of his plant’s operations, to foster a lean attitude that sustains continuous improvement. Where *The Gold Mine* shows you how to introduce a complete lean system, *The Lean Manager* demonstrates how to sustain it. Ward moves beyond fluency with tools to changing his behavior as a manager and leader. He shifts from giving orders and answers to asking the right questions so people identify and address problems. He learns how to use tools to unleash the creativity and motivation of people, so they learn how to solve problems as well as coach and teach others to solve problems. Ward learns how to create lean managers. “I am excited and have hopes that this book will enlighten readers about what it really means to live a business transformation that puts customers first and does this through developing people,” said Jeffrey Liker, author of *The Toyota Way*

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and professor of Industrial and Operations Engineering at the University of Michigan. "People who do the work have to improve the work. There are tools, but they are not tools for 'improving the process.' They are tools for making problems visible and for helping people think about how to solve those problems."

### *Lead With Respect*

McGraw Hill Professional Create more scientific thinking in your company—two popular guides in one convenient package The Toyota Kata Field Guide Power Pack includes Mike Rother's groundbreaking companion volumes to his internationally renowned Toyota Kata—the book that launched a global business movement toward a scientific thinking management process that drives continuous improvement. The package includes: The Toyota Kata Practice Guide—a hands-on guide giving both the coach and the learner all the "starter Kata" for everyday practice, and Toyota Kata Culture—an illustrated look at how to deploy a Kata coaching chain that creates organizational capability to continually

adapt, improve, and innovate.

### *Lean Product and Process Development, 2nd Edition*

McGraw Hill Professional 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.

### Tools to Sustain Lean Conversions, Third Edition

McGraw Hill Professional Lead your organization into the 21st century with the help of this groundbreaking book that is already creating a stir in corporate boardrooms across America! In a book that does for managers what his mega-bestseller, *The Team Handbook*, did for teams, Peter Scholtes, who is widely acknowledged as one of the most influential Quality leaders of the decade, shows the real root of management problems. Learn how to stop blaming your workers and start changing the systems with the help of activities and exercises that enable you to immediately begin implementing breakthrough improvements in all your work processes!

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## Introductory Philosophy

Lean Enterprise Institute "John Dewey famously pointed out, 'We don't learn from experience. We learn from reflecting on experience.' Here's your chance to learn as the three authors reflect on the (successful) struggle to build a Lean production and management system at Zingerman's Mail Order. Thousands of people visit and benchmark ZMO. This book delivers the backstory in a richly illustrated way." -- Mike Rother, author of the bestselling books *Toyota Kata* and *The Toyota Kata Practice Guide* This clever and highly engaging graphic novel details a story about one organization's Lean journey with inspiration from the Toyota Way. Over the years, common misunderstandings about what Lean is, what the journey is like, and how to advance have proliferated. Often, these misunderstandings come from the way people simplistically talk and think about Lean as if it is some concrete thing that you insert into an organization and step back to watch

the results. The authors, however, view the organization as a living system with interacting parts and constant exposure to the environment. It is dynamic, so it's hard to predict what obstacles you will face next. Just when you think you have it solved, new challenges arise from the market, competitors, government regulations, and every direction you turn to. When you look at your organization in this way, you see Lean through a different lens. The goal is to make your processes and people into a more adaptive system so you can navigate through all the complexity and uncertainty to continually achieve your goals. This is how Toyota views things and they summarize the Toyota Way as continuous improvement and respect for people. Each person becomes a partner in struggling to learn and adapt, and specific tools are used in very different ways throughout the company to accomplish their goals. The story presented here focuses on a small company called Zingerman's Mail Order

(ZMO). Tom Root was one of the founders of this spin-off of the Zingerman's delicatessen. The deli was founded to bring high-quality artisanal food to Ann Arbor, Michigan. The purpose of this book is not to provide a "recipe for implementation" – the authors want you to get a feeling for the struggle, for the learning process. They explain and demonstrate many Lean tools within the context of the journey and how they were adapted for this particular business. Toyota kata became the centerpiece of developing scientific thinking skills to begin to bring continuous improvement to life. [How Ford, Toyota, and other World-Class Organizations Use Lean Product Development to Drive Innovation and Transform Their Business](#) Tata McGraw-Hill Education *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 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. **Managing to Learn** McGraw Hill Professional "Lead With Respect is a terrific book that puts the elements of genuine motivation into a broader context and helps leaders translate those principles into action." —Daniel H. Pink, author of To Sell Is Human and Drive "The Ballé books are a great way to get started or to speed up your pace of transformation, personal and organizational." —Jim Womack, Founder of Lean Enterprise Institute In their new business novel Lead With Respect, authors Michael and Freddy Ballé reveal the true power of lean: developing people through a rigorous application of proven tools and methods. And, in the

process, creating the only sustainable source of competitive advantage—a culture of continuous improvement. In this engaging and insightful story, CEO Jane Delaney of Southcape Software discovers from her sensei Andy Ward that learning to lead with respect enables her to help people improve every day. "For us, lean is all about challenging yourself and each other to find the right problems, and working hard every day to engage people in solving them," he says. Lead With Respect's timely message brings a new understanding of lean. While lean has become essential for companies to compete in today's global economy, most practitioners see it as a rigorous focus on process to produce higher quality goods and services—a limited understanding that fails to realize the true power of this approach. This new novel by the Ballés, the third in a series that includes Shingo Research Award-winners The Gold Mine and The Lean Manager, breaks new ground by sharing huge amounts of practical

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information on the most important yet least understood aspect of lean management: how to develop people through a rigorous application of lean tools. You'll learn: How to apply Lead With Respect attitudes to the lean tools you are using now so that you develop a truly sustainable lean culture. What specific steps to follow to make lean leadership behaviors daily habits. How to manage with respect through the emotion, conflict, tension, and self-doubt that you'll face during a lean transformation.

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

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 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 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, 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 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. *The High-Velocity Edge: How Market Leaders Leverage Operational Excellence to Beat the Competition* Simon and

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Schuster

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.

*Clarity First: How Smart Leaders and Organizations Achieve Outstanding Performance*  
McGraw Hill Professional  
"Toyota Kata gets to the essence of how Toyota manages continuous improvement and 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 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 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

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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 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 sustained competitive

advantage. Profit Beyond Measure McGraw Hill Professional Generate Better, Faster Results— Using Less Capital and Fewer Resources! “[The High-Velocity Edge] contains ideas that form the basis for structured continuous learning and improvement in every aspect of our lives. While this book is tailored to business leaders, it should be read by high school seniors, college students, and those already in the workforce. With the broad societal application of these ideas, we can achieve levels of accomplishment not even imagined by most people.” The Honorable Paul H. O’Neill, former CEO and Chairman, Alcoa, and Former Secretary of the Treasury “Some firms outperform competitors in many ways at once—cost, speed, innovation, service. How? Steve Spear opened my eyes to the secret of systemizing innovation: taking it from the occasional, unpredictable ‘stroke of genius’ to something you and your people do month-in, month-out to outdistance rivals.” Scott D. Cook, founder and Chairman of the Executive Committee, Intuit, Inc. “Steven Spear connects a deep study of systems with practical management

insights and does it better than any organizational scholar I know. [This] is a profoundly important book that will challenge and inspire executives in all industries to think more clearly about the technical and social foundations of organizational excellence.” Donald M. Berwick, M.D., M.P.P., President and CEO, Institute for Healthcare Improvement About the Book How can some companies perform so well that their industry counterparts are competitors in name only? Although they operate in the same industry, serve the same market, and even use the same suppliers, these extraordinary, high-velocity organizations consistently outperform all the competition—and, more importantly, continually widen their leads. In *The High-Velocity Edge*, the reissued edition of five-time Shingo Prize winner Steven J. Spear’s critically acclaimed book *Chasing the Rabbit*, Spear describes what sets market-dominating companies apart and provides a detailed framework you can leverage to surge to the lead in your own industry. Spear examines the internal operations of dominant organizations across a wide spectrum of industries, from

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technology to design and continually innovate and from manufacturing to health improve Whatever kind of care. While he investigates company you operate— from several great operational technology to finance to triumphs, like top-tier healthcare— mastery of these teaching hospitals’ fantastic four key capabilities will put improvements in quality of you on the fast track to care, Pratt & Whitney’s operational excellence, competitive gains in jet where you will generate engine design, and the U.S. faster, better results—using Navy’s breakthroughs in less capital and fewer inventing and applying resources. Apply the lessons nuclear propulsion, The High-of Steven J. Spear and gain Velocity Edge is not just a high-velocity edge over about the adoration of every competitor in your success. It also takes a industry. critical look at some of the operational missteps that have humbled even the most reputable and respected of companies and organizations. The decades-long prominence of Toyota, for example, is contrasted with the many factors leading to the automaker’s sweeping 2010 product recalls. Taken together, these multiple perspectives and in-depth case studies show how to: Build a system of “dynamic discovery” designed to reveal operational problems and weaknesses as they arise Attack and solve problems when and where they occur, converting weaknesses into strengths Disseminate knowledge gained from solving local problems throughout the company as a whole Create managers invested in developing everyone’s capacity to