


Toyota Culture: The Heart and Soul of the Toyota Way

Jeffrey K. Liker

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Winner of the Shingo Prize for Research and Professional Publication, 2009

The international bestseller *The Toyota Way* explained the 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 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 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*.

Toyota Culture: The Heart and Soul of the Toyota Way Details

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Bob Schatz says

What a great insight into a positive culture that focuses on process improvement and the general health and well-being of its people. The Toyota Production System puts out a lot more than just good automobiles. Read this!

Pete says

Intense, not for the weary. I really enjoyed the analysis of what makes Toyota successful as well as the sticky subject of "culture." My biggest problem is not looking at other companies or what isn't working for Toyota.

Dena Gregoire says

For anyone beginning their journey into Lean, TPS, Continuous Improvement - I recommend this book. Transformations require companies to look at their culture. A strong foundation is important.

There are real life example stories embedded throughout the book. Some get into too much detail and make the book a bit slow in areas. Fortunately the real life case study bits are italicized so you can scan over and delve deeper if you wish.

Allisonperkel says

At times this reads like a commercial for the greatness that is Toyota; there is no doubt that Toyota is a company worth studying but I'm not sure it's the greatest company since sliced bread. Still, this in depth look into the Toyota Way has many powerful ideas and practices.

Some of the biggest ideas: grow your people, don't sacrifice the long term for the short term, focus on improving the process, etc are all very strong statements on what a company should do but typically avoids. The process part is one that particularly hits me as I'm from the start up world where process isn't something that gets a lot of thought. Especially from the software world. However when I start to break down some software ideas I do see room for "process" even in an agile start-up (for example how do you write a design document, how do you review a design document, or, more generally, who checklist of questions should you ask and should you answer?). The trick is to make sure the process grows with the organization and that the people who use the process are the ones who make it and improve it.

I'm not sure I can recommend the book as it doesn't read very well but if you are willing to dig a little, there are some worthwhile ideas to pursue.

Matthew Horvat says

Mike Hoseus, author of Toyota Culture and the executive director for the Center for Quality People and Organizations just presented at IndustryWeek.com. The presentation is archived now at the website.

I'm just finishing the book with 5 friends where we talk about the main ideas and how they are relevant and what we can do - we review one chapter per week. The author has a keen insight in viewing culture and breaks it down, at the lowest level to what we deeply believe in and act on. I characterize Toyota as designing their relationships with the detail that an engineer would bring. The way that Toyota aligns company goals with employee goals for long term mutual prosperity makes the horizontal nature of the organizational structure a reality.

Coming from a career working at Toyota in Kentucky, the author presents the ideas from the boot laces. He claims it starts at values and with servant leadership, putting the president at the bottom of the pyramid and the suppliers - team members - customers at the top.

If you and your team are already exposed to lean and have chosen this path, this is the book for you. It shows Toyota's detailed human value stream and demonstrates how to organize human resources to thrive.

For more information, watch the session with Mike Hoseus at www.industryweek.com.

Doug says

Kind of the HR version of "The Toyota Way" (which I haven't read yet).

Sunlita says

Culture! Something that very important part of a company. What'll this book give? I haven't know much, haven't read it yet. But its subtitle "The heart and soul of the toyota way" sure captured my mind.

Daniel says

Buku ini merupakan kolaborasi yang baik antara akademisi dan praktisi. Jeffrey Liker, sebagai akademisi, memotret budaya Toyota dari sisi teori manajemen secara komprehensif. Michael Hoseus, sebagai mantan manajer di Toyota, banyak mengungkap kisah-kisah dan praktik nyata pengembangan budaya perusahaan di Toyota. Kolaborasi keduanya saling melengkapi.

Buku ini membawa kita menyelami dan memahami bagaimana manusia-manusia Toyota disosialisasikan terhadap budaya perusahaan. Kita dapat melihat bahwa budaya perusahaan bukanlah slogan catchy yang dihafalkan oleh karyawan berulang-ulang. Budaya perusahaan adalah nilai-nilai yang diyakini dan dipegang bersama oleh semua orang dalam perusahaan. Nilai-nilai ini dirumuskan oleh para pemimpin perusahaan, lalu diajarkan dan diteruskan ke semua orang terutama lewat teladan. Tidak ada cara instan untuk membentuk budaya perusahaan yang hebat.

Buku ini juga cukup berimbang, karena secara objektif juga mengungkap kisah-kisah kegagalan Toyota, terutama terkait dengan budaya perusahaan. Buku ini amat bermanfaat karena mengungkap informasi-informasi belakang layar yang dapat membantu kita memahami mengapa "menyontek" mentah-mentah Toyota Way ke dalam perusahaan lain tidak selalu berhasil.

Toyota Culture adalah referensi untuk memahami betapa pentingnya membentuk budaya perusahaan yang menginspirasi karyawan untuk berkontribusi bagi perusahaan, keluarga, dan komunitas tempat ia tinggal.

Krishna Kumar says

This narrative provides a great view into the philosophy and management at Toyota. The long-term thinking and the ideas that shape the creativity and manufacturing process at Toyota is very different from Corporate America. Toyota is out to conquer the world, but not at the expense of quality or the right process. People may not agree with the decade-long nature of their growth, but they cannot argue with how Toyota has shaped the industry. A great company and a book that shows how it became great.

Vladimir Chupakhin says

Amazing book about management. I was keep thinking can I apply this or that technique for the life science data mining I am currently doing, and I think I really do. There is a small glitch with the book - I agree that the lean management developed in Toyota really reflects the Japanese culture, thus some approaches could be really difficult to implement. Yet, the book is must read for any project manager.

Zhi Han says

14 Principles of the Toyota way. I found it very interesting how much impact it has on other areas outside manufacture. Particularly its impact on Agile development and TDD.

tomlinton says

Ah! Back in the day
when Toyota had
the weirdest version
of Deming's TQM
and I was like many
working in that field
a huge fan

Then the Prius II
came into being
the very year
my old car was dying

I put money down
to order it in advance
and was never happier
that I had done
all the due diligence
that could be done

All the nice things said
about Toyota's Way of engineering
did not let me down

Mike Thelen says

While this book has an unbelievable wealth of knowledge to me, I simply haven't been able to finish it. After about 100 pages, I simply get exhausted. It is probably a 5-Star book, and I would give it 5 stars if it was 2 or 3 books, rather than 1 (at approximately 500 pages). Still, in the roughly 200 pages I've read, I will certainly give it 4 stars.
