

Fewer man-hours, less inventory, the highest quality cars with the fewest defects of any competing manufacturer . . .

In factories around the globe, Toyota consistently raises the bar for manufacturing, product development, and process excellence. The result is an amazing business success story: steadily taking market share from price-cutting competitors, earning far more profit than any other automaker, and winning the praise of business leaders worldwide.

Professor Jeffrey Liker has been studying Toyota for twenty years, and was given unprecedented access to Toyota executives, employees and factories, both in Japan and the United States, for this landmark book. *The Toyota Way* reveals the 14 foundational management principles behind the automaker's world-famous system of "Lean production." You'll learn how Toyota creates an ideal environment for implementing Lean techniques and tools by:

- **Fostering an atmosphere of continuous improvement and learning**
- **Satisfying customers (*stndt* eliminating waste at the same time)**
- * **Getting quality right the first time**
- * **Grooming leaders from within rather than recruiting them from the outside**
- * **Teaching all employees to become problem solvers**
- **Growing together with suppliers and partners for mutual benefit**

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Toyota's Lean production system started a global revolution in manufacturing and service businesses that many consider the next phase beyond mass production. *The Toyota Way* explains how Toyota's production system evolved as a new paradigm of manufacturing excellence, and describes companies in industries as diverse as aluminum gutters, engineering, ship construction and repair, and service parts warehousing, that are using Toyota's methods to dramatically improve their performance.

But many companies who think they are Lean—aren't. The book explains how to get beyond a focus on the surface tools and techniques of Lean by creating a Toyota-style culture of quality—a Lean, learning enterprise. You'll learn how to improve the speed of your business processes, improve product and service quality, and cut costs, no matter what your industry. *The Toyota Way* is an inspiring guide to taking the steps necessary to emulate Toyota's remarkable success.

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