Esuabom Dijemeni

cERTIFIED SCRUM PROFESSION – ScRUM MASTER

Evidence File for CSP-SM

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# Lean Agile and Scrum

## LO 1.1 - Describe the origins of Lean Thinking

The roots of Lean can be found in the Japanese company of Toyota. Th e origins of Toyota Production System date back to the beginnings of the twentieth century. Th e fathers of the system was Sakichi Toyoda, his sons: Kiichiro Toyoda and Eiji Toyoda as well as Taiichi Ohno, a manufacturing engineer. Sakichi Toyoda, who then worked in textile industry, invented a motor-driven loom with a specialized mechanism devised to stop in case of breaking off the thread. The mechanism became later a foundation for Jidoka (automatization with human manufacturing), one of the two main pillars on which Toyota Production System was built. Due to the application of a fault detection sensor, the defects stemming from human-related imperfections were reduced and the production capacity was elevated.

In 1910, Sakichi Toyoda “visited the United States for the first time and realized that the new automotive era just was beginning” (Ohno T., 2008, translation mine, ŁD). Yet, the Toyoda family needed 20 years to materialize their plans. In 1929 Kiichiro Toyoda arrived in the USA with the aim of scrutinizing the local companies in the automotive industry. He was particularly fascinated with the Ford production system, which in 1913 introduced the serial production of its automobile (the T model) (Kornicki L., Kubik S., 2008, translation mine, ŁD). Consequently, when Toyota Motor Company initiated their production, Kiichiro decided to implement some of the resolutions he had witnessed in the USA. The then Japan suffered

from reduced demand, therefore diverse automobiles were necessarily produced in smaller numbers on the same assembly lines. In order to compete in the mass production automotive industry, which had already been introduced in European and American companies, Toyota was forced to change the methods of production. Kiichiro Toyoda fully understood the fact that it was mandatory to create a fast and flexible process of production as a result of which the clients would obtain desired, high-quality and reasonably-priced automobiles. Kiichiro commenced preparatory work to produce in the Just-in-time system. The objective of the latter was to elevate the production capacity and reduce waste painstakingly.

In the 1950s Sakichi’s son, Eiji Toyoda, visited the Ford company. It seems that owing to the visit Toyoda together with Taiichi Ohno were capable of creating a system linking the two pillars of the TPS (Jidoka and Just-in-time) with the Ford assembly line.

Shortly after the previous improvement Taiichi Ohno advanced another concept called “pull-flow production”, an old practice in American supermarkets. Th e pull-flow production allowed to generate as many products as could be exploited in the successive process. In turn, it would facilitate the reduction of overproduction.

The Toyota Production System did not arouse interest in Japanese and American companies by 1973. Not until the production had to be reduced, were Japanese and American managers capable of noticing significant outcomes that Toyota had achieved (Graczkowski S., 2008, translations mine, ŁD).

Source - Th e Origins and Evolution of Lean Management System <https://www.jois.eu/files/DekierV_5_N1.pdf>