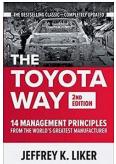
## Maturity levels for Toyota Way principles.



| Maturity levels for Toyota way principles. |   |   |   |  |
|--|---|---|---|--|
| #  | Principle                                       | Command and<br>Control                        | Lean Tools<br>Approach  | Toyota Way Vision  |
|  |   | Level 1                                       | Level 2   | Level 3  |
| Philosophy                                 |   |   |   |  |
| 1  | Long-term<br>systems<br>thinking                | Short-term<br>performance                     | Lengthen payback<br>horizon   | Long-term,<br>holistic impact on<br>society and key<br>stakeholders                    |
| Process                                    |   |   |   |  |
| 2  | Continuous<br>flow                              | Individual-process<br>focus                   | Connected processes   | Tighten coupling through kaizen  |
| 3  | Pull  | Scheduled push                                | Visual or electronic kanban   | Buffers that shrink<br>through kaizen  |
| 4  | Level   | Erratic ups and downs                         | Leveling method   | Continually reduc-<br>ing uneveness and<br>overburden                                  |
| 5  | Standardized processes                          | Imposed by staff specialists                  | Staff specialists<br>responsible for<br>standardized work<br>with input | Standardized work<br>owned by work<br>groups to support<br>kaizen                      |
| 6  | Design-build<br>in quality                      | Find and fix<br>problems                      | Apply quality techniques  | Designed-in quality<br>and in-station<br>control                                       |
| 7  | Visual control                                  | Hidden from view                              | 5S and visual<br>management   | Visual standards<br>within work process  |
| 8  | Technology<br>supports<br>people and<br>process | Latest technology<br>pushed                   | Right-sized technol-<br>ogy to support flow                             | Simple, slim, and<br>flexible technology<br>supports kaizen                            |
| People                                     |   |   |   |  |
| 9  | Develop<br>leaders                              | Fast-track training                           | Leader standardized<br>work   | Leaders coach and develop others   |
| 10   | Develop<br>people and<br>teams                  | Introduce job, then<br>learn on own           | Lean short courses and practice   | Semiautonomous<br>teams of highly<br>developed people                                  |
| 11   | Partner with<br>value stream                    | Adversarial cost-<br>reduction focus          | Long-term<br>relationships with<br>key partners                         | Cross-enterprise<br>learning   |
| Problem Solving                            |   |   |   |  |
| 12   | Observe<br>deeply<br>and learn<br>iteratively   | Plan solutions,<br>implement, confirm         | Standard<br>problem-solving<br>methodology                              | Develop mindset of scientific thinking   |
| 13   | Aligned goals                                   | Top-down targets,<br>delegated execu-<br>tion | Top-driven hoshin<br>kanri tools  | Collaborative plan-<br>ning and ongoing<br>improvement and<br>reflection at all levels |
| 14   | Bold strategy,<br>large leaps,<br>small steps   | Strategy divorced from execution              | Connect strategy to lean processes                                      | Long-term strategy<br>with appropriate<br>flexibility and control<br>in execution      |

