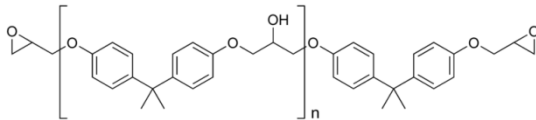


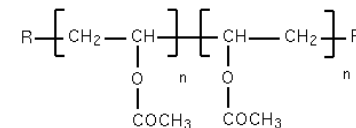


What Everyone Misses...

Lean is a Two-Part System...



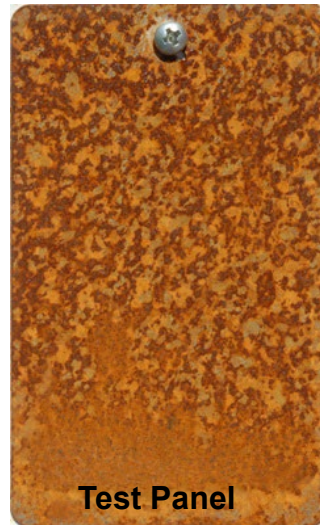
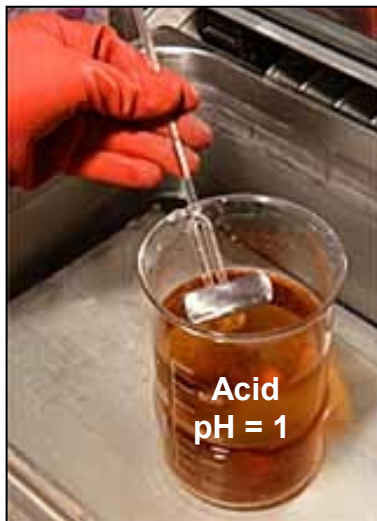
Conventional Management





What Everyone Misses...

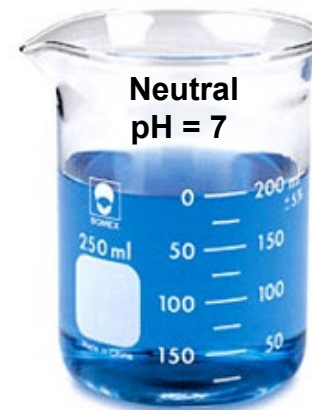
Worker View of CI



Continuous Improvement Alone Results in a Harsh Workplace

- Dehumanizing
- Deskills People
- Take Away Knowledge
- Undervalue Experience
- Driven Harder / Burnout Sooner

RP is Countermeasure



Respect for People Makes the Workplace Better

- Humanizes the Workplace
- People Add Skills
- Gain New Knowledge
- More Valuable Experiences
- Make Work Easier / Endurance



Toyota Motor Corporation



Fujio Cho, Chairman

“Our way of thinking is very difficult to copy or even to understand.”

<http://news.bbc.co.uk/2/hi/business/6237110.stm>



Toyota Motor Corporation



Fujio Cho, Chairman

“We place the highest value on actual implementation and taking action. There are many things one doesn't understand and therefore, we ask them why don't you just go ahead and take action; try to do something? You realize how little you know and you face your own failures and you simply can correct those failures and redo it again and at the second trial you realize another mistake or another thing you didn't like so you can redo it once again. So by constant improvement, or, should I say, the improvement based on action, one can rise to the higher level of practice and knowledge.”

The Toyota Way, J. Liker, McGraw Hill, 2004, p. 3



Toyota Motor Corporation



Katsuaki Watanabe, President

“There’s no end to the process of learning about the Toyota Way. I don’t think I have a complete understanding even today, and I have worked for the company for 43 years.”

“Lessons from Toyota’s Long Drive,” *Harvard Business Review*, July-August 2007, p. 80