

我的27 年丰田学习

My 27 Years Learning at Toyota

- 精益组织能力的整合 性发展

- Integrated Approach in

Building Organisational Capability

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主要話題 Agenda

我的丰田之旅

My Journey

我的学习研修

My Learning

我的所思所想

My Conclusion

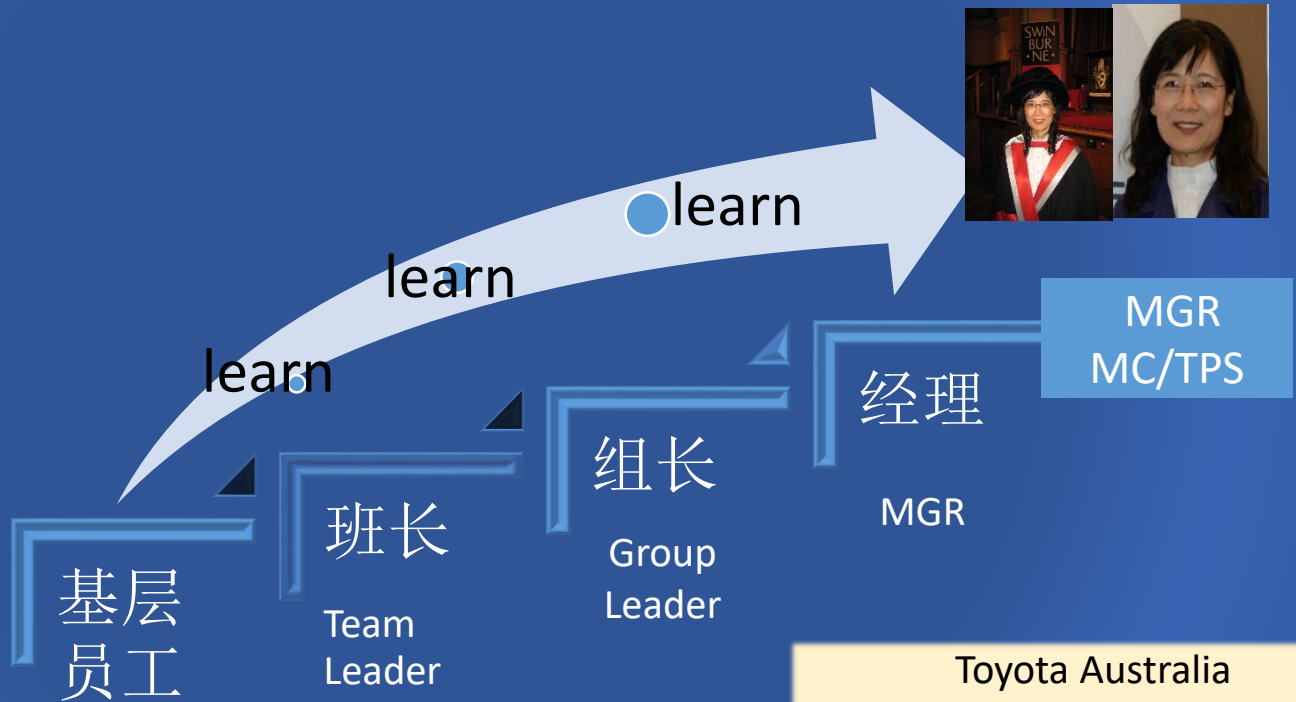


我的丰田之旅

My Journey with Toyota



1989



Toyota Australia

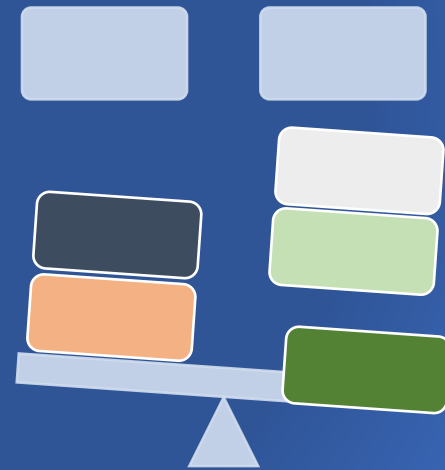
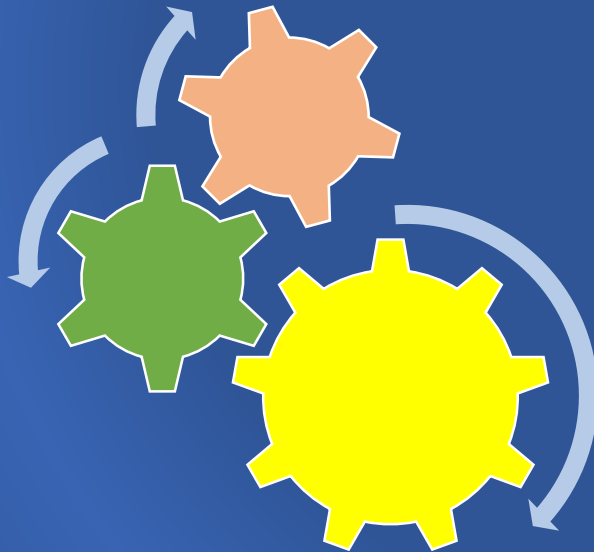
- Started in 1963
- No. of Employee: 4,000
- Nationalities: 70
- Ave age: 44
- Products: Camry and Arion
- Volume: 100K/year
- Location: Melbourne

我的学习研修

My Learning

❖ 怎样取得协调和平衡?

How to achieve coordination and balance?



我的学习研修

My Learning

❖ 所有的组织形态各异, 但都面临相似的挑战:

- 更短的产品周期
- 更高的客户期望
- 更强的成本压力
- 外, 内部因素的变化 (不可控的)
- 员工心身的投入, 能力问题
- + + + +



❖ All organisations are different, but all face similar challenges:

- Shorter product cycle
- Higher customer expectation
- More cost pressure
- External factors (uncontrollable)
- Employee engagement and capability issues
- + + + +



生意 – 利润

Business – Profit

丰田的盈利模式

Toyota Profit Model

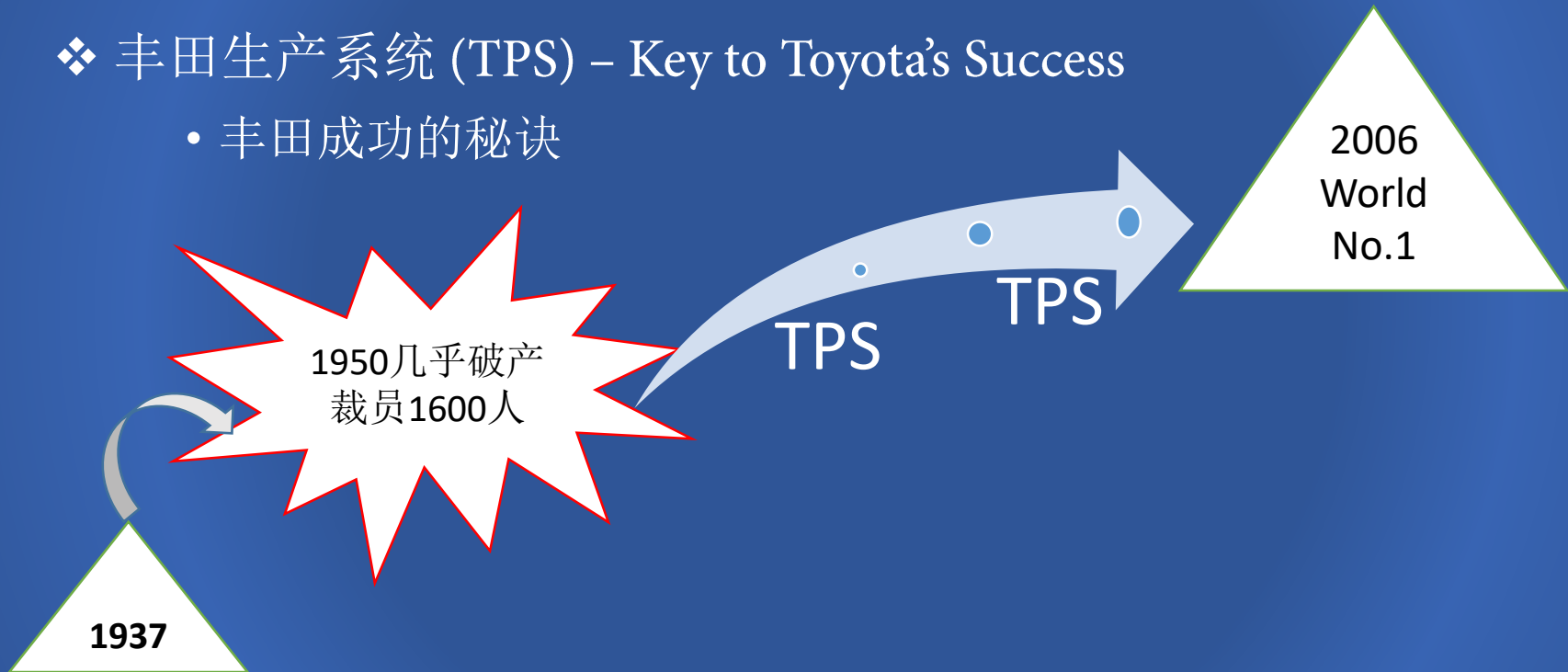


我的学习研修 (续)

My Learning (Cont.)

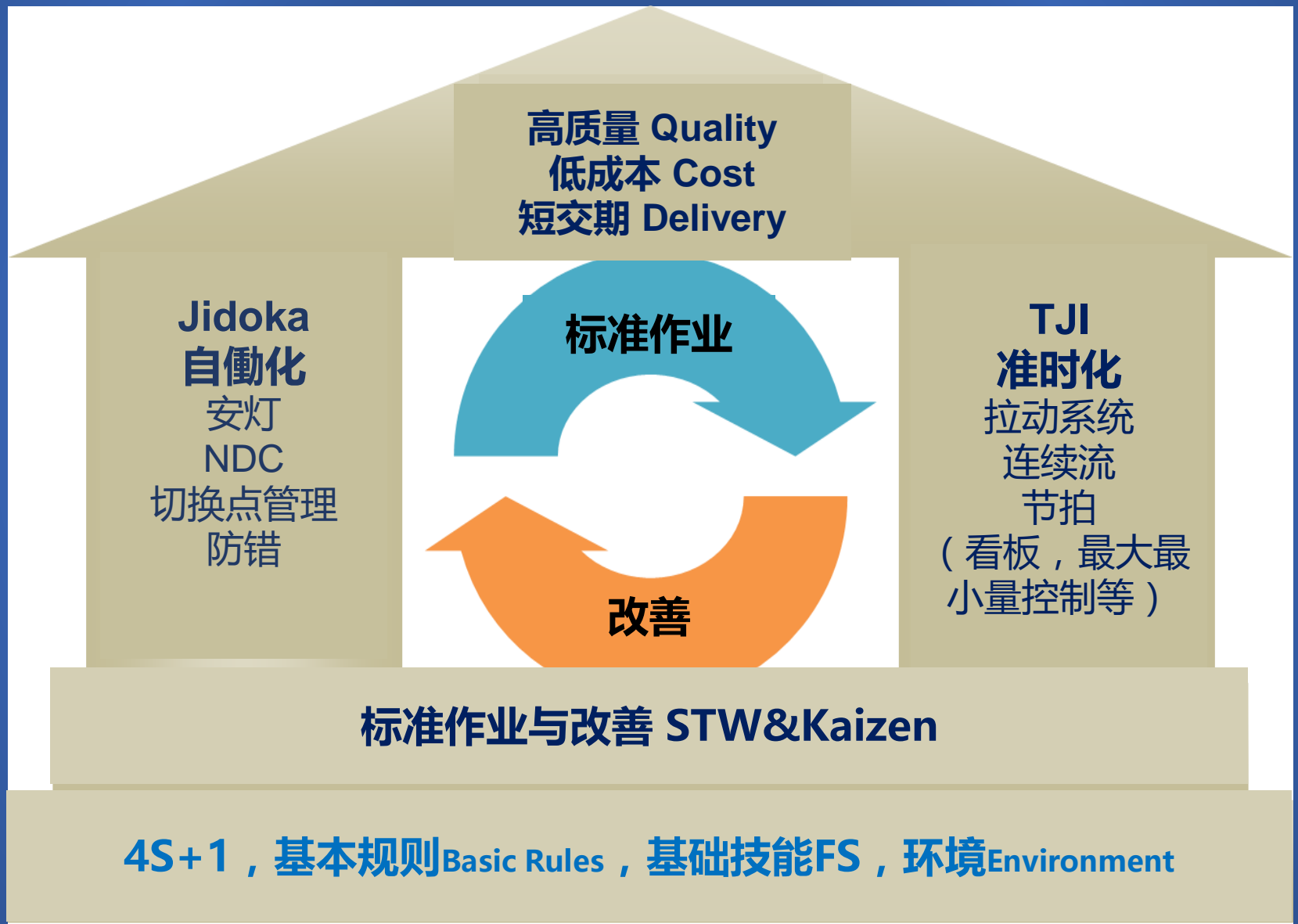
❖ 丰田生产系统 (TPS) – Key to Toyota's Success

- 丰田成功的秘诀



- TPS 的演进: 超过50年的时间, 仍在不断地“进化”
TPS evolved over 50 years, still evolving.....

丰田生产系统 TPS



我的学习研修 (续)

My Learning (Cont.)

2001 Toyota Way

持续改善
Continuous
Improvement

挑战 Challenge

改善 Kaizen

现地现物 Genchi Gensutsu

对人的尊重
Respect for
People

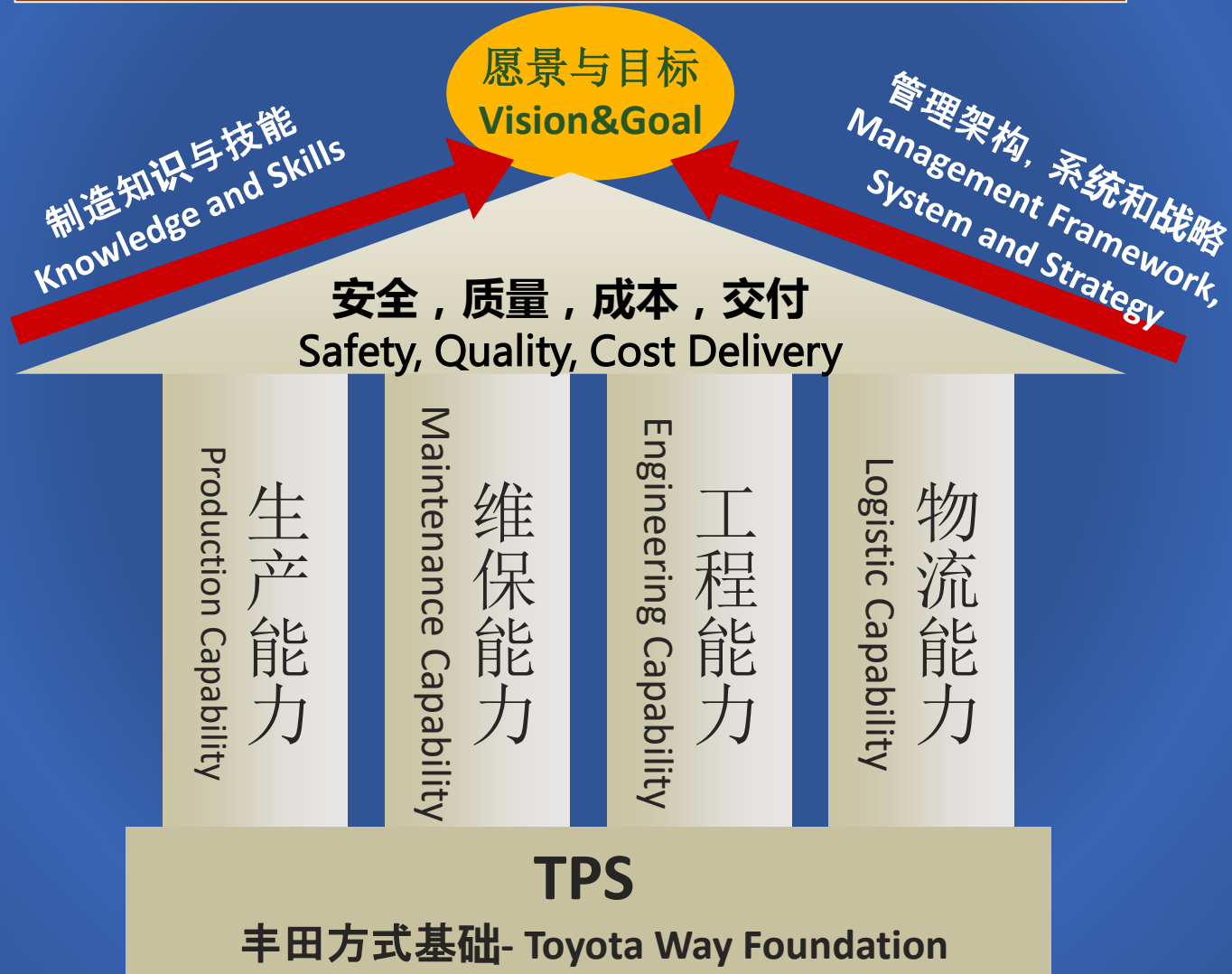
尊重人 Respect

团队合作 Teamwork

长远策略，管理系统与人才发展的融合

构建能力发展模型

Create a common model with specific functional applications



我的学习研修 (续) My Learning (Cont.)

安全 / 环境 Safety/Environment

质量 Quality

生产 / 维保 Prod. /Maint.

成本 Cost

人才培养 HRD

TPS => 5 大使命 Mission

共同价值观 = Toyota Way

日常管理的摸板 Daily Management

长期目标 → 年度指标 → 月度趋势 → 日常管理活动
Long Term Goal → Annual Target → Monthly Trend – Daily Activity

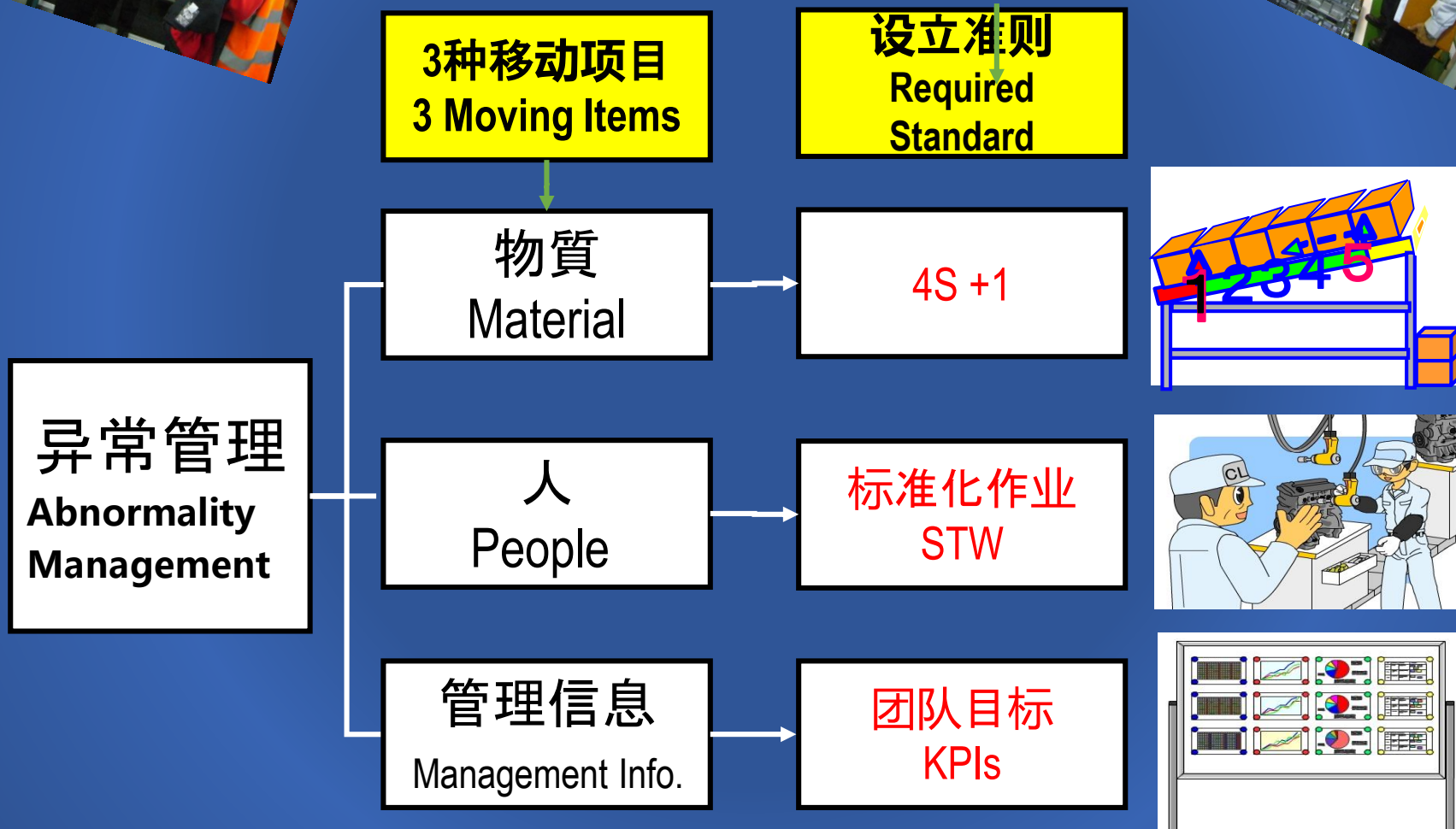


2 个支柱
2 Pillars

异常管理
Abnormality
Management

人才培养
HRD

异常管理



Embracing a good 4S culture

The storage rule = 4S =>

Required goods, Designate area, Min / Max amount, Posted/Labeled

3. Min / Max amount

4. With label

Part name	File300
Max .4 Min. 1	
Part #	12345-90
Purpose	Repair

Abnormal
condition

Out of
designate area

Abnormal
condition

Exceed the
maximum amount

For temporary storage, the following
information have to be indicated

5. Expiration date

6. Person in charge

1. Required goods

2. Designated area

Abnormal
condition

Not a designated
item

丰田的日常管理理念

Toyota's Daily Management Concept

异常管理
Abnormality Management

确保生产前必备条件
Ensure Pre-Production Condition

实施生产工作
Implement Production

保持常规状态
Keep Normal

异常快速应对
Speedy Response to Abnormality

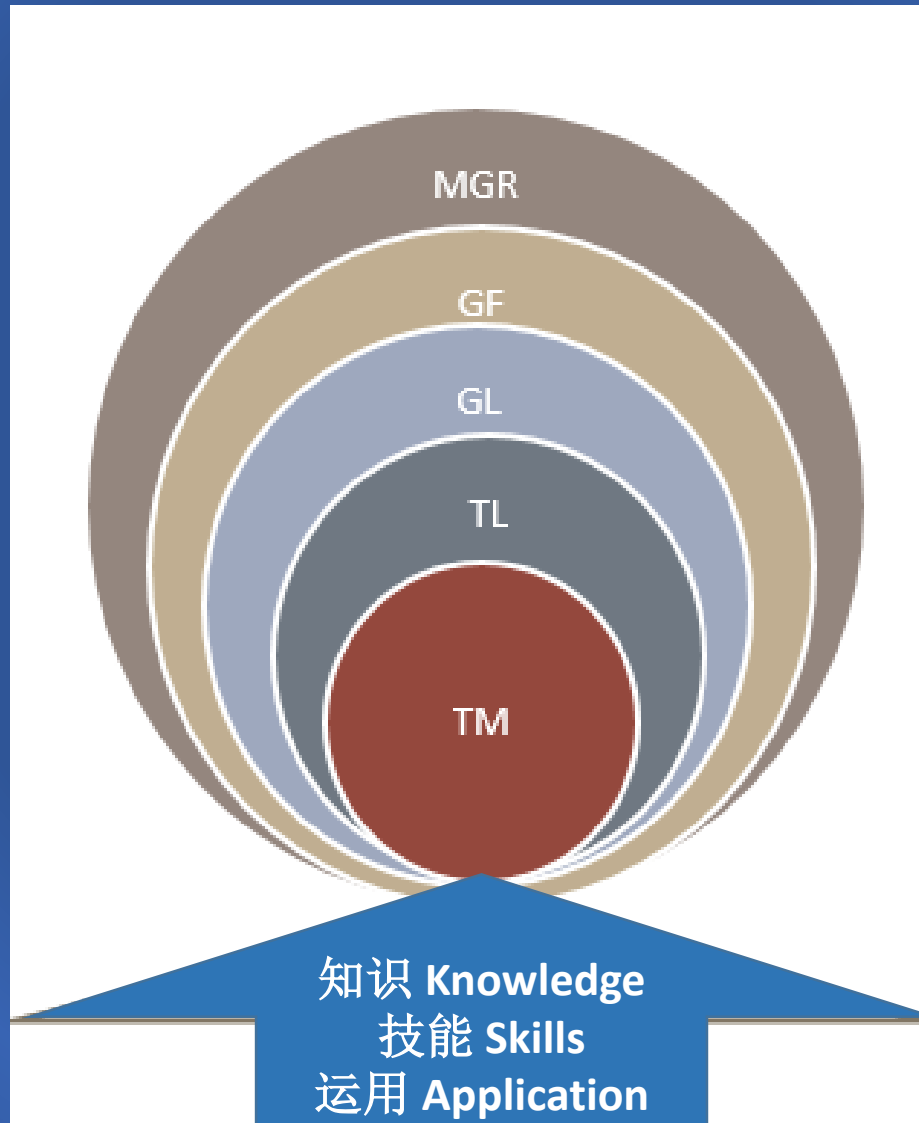
从上到下与自下而上

Top Down and Bottom Up



从内部发展领导者

Grow leaders from within



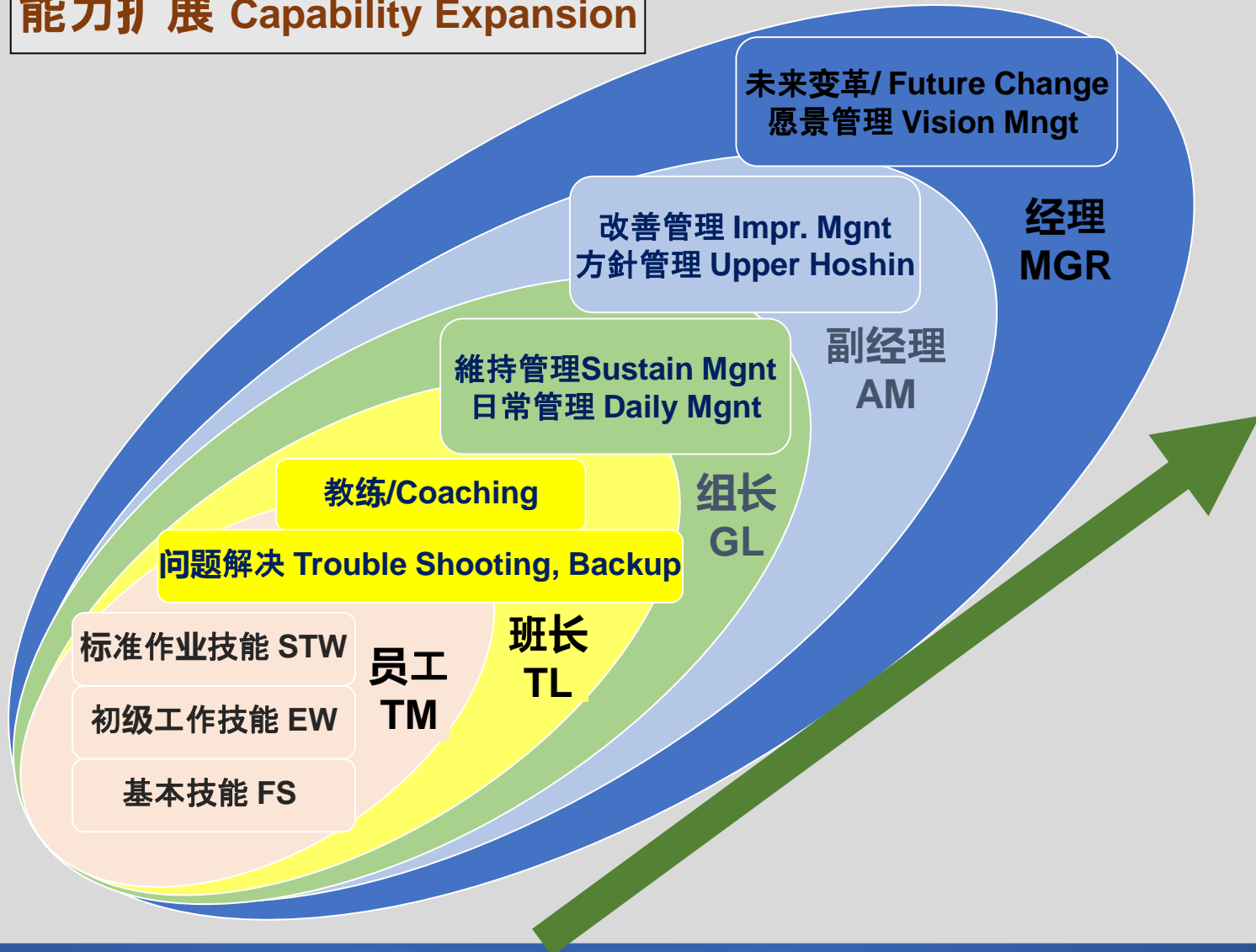
人员能力发展的重要性

Importance of Human Capability Development

能力扩展 Capability Expansion

管理工作Mngt Work

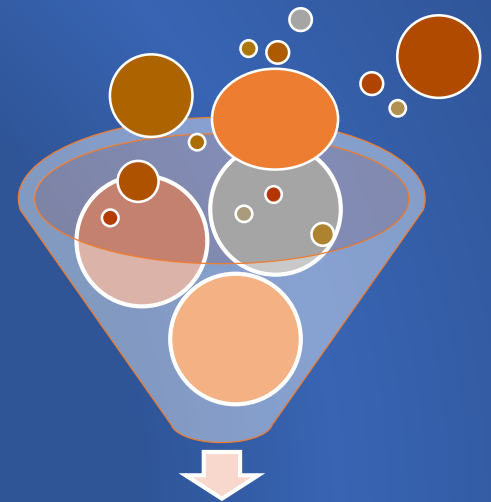
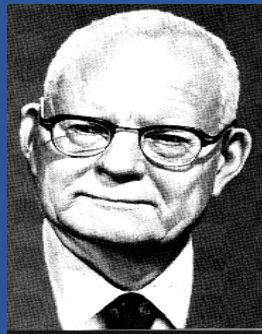
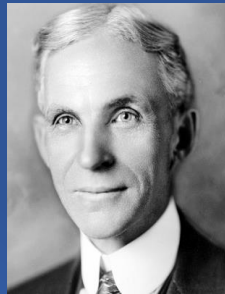
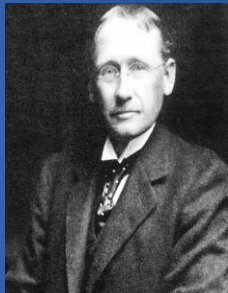
现场工作Line Work



东方+西方

Eastern + Western

- 尊重彼此的文化
- Respect each other's culture
- 理解思维方式
- Understand the thinking way
- 强强联手
- Blend the strengths



学习,
吸取精华
Learn,
absorb essence

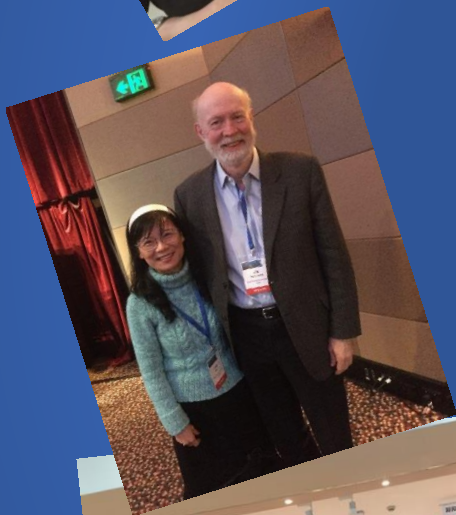
我的所思所想 My Conclusion

- 制造能力来源于员工的培养发展
- 持之以恒地构建一种持续改进的文化:
 - ❖ 设置清晰的标准
 - ❖ 彻底实施标准化作业
(正常? 异常?)
 - ❖ 鼓励全体参与问题解决



• 27年以后，我仍在学习TPS.....

- Manufacturing capability comes from people development
- Never ending effort on building a continuous improvement culture:
 - Set clear standard
 - Thorough implementation of Standardised work
(Normal? Abnormal?)
 - Engage everyone in problem solving
- After 27 years, I am still learning TPS.....



Thank You

