Katsuaki Watanabe

President and CEO of Toyota Motor Corporation from 2005 - 2009

Time Magazine’s 100 Most Influential People 2005 and 2007

“Development of people looks like a detour, but it’s actually the best short-cut”
The Philosophy Of Training And Development Within Toyota

- We do not just build cars, we build People
- Developing exceptional People is Toyota’s number one priority
- The tools are there only to develop our People
TPS & The Toyota Way

The Benefits

- Improve Safety
- Improve Quality
- Improve productivity
- Reduce inventory
- Shorter Lead-time
- Reduce Cost
- Motivate Employees
- Develop People

CONTINUOUS IMPROVEMENT

RESPECT FOR PEOPLE

STANDARDISATION & KAIZEN

TOOLS

CULTURE

Toyota Production System

Jidoka
Flexible Motivated Members
JIT
Toyota Way

The Spirit of Continuous Improvement

Learn from mistakes
Never be satisfied with where you are today
Be creative – Innovate
Search for breakthroughs / Eliminate Taboos
Never give up
**Toyota Way**

**Respect for people**

Mutual Trust / Mutual Responsibility

Train Members

No Fear No Blame

Ownership at all levels

Teamwork

Employee Engagement
Toyota Production System

- Benchmark for Manufacturing Best Practice (NB: Not only Manufacturing)
- Ensures Safety, Quality & Productivity is built in
- Admired, copied, but we as a company strive to improve it daily
Flexible Motivated Members
The Right Development!

TMUK Member Development Map - Skill Link To Rank

Leadership Skill Development and Application

Technical Skill Development and Application

How to release and catchback for external hires?

MPRA and Assessment based on the measures below

Team Leader

MFR Support

Group Leader

HR Lead

Manufacturing Support

Team Member

Manufacturing Lead

HR Support

Team Lead
Elimination of:

- **Muda** (Waste)
- **Mura** (Unevenness)
- **Muri** (Overburden)

**Member’s Actions**

**Management Actions**

All Members Focus on Waste not Cost!

A Process with the Least Waste = Lowest Cost
To maximise profits, reduce Manufacturing Costs!
How Do We Identify Off The Job Capability Gaps & Close?

<table>
<thead>
<tr>
<th>ZR K TL / TM Core Role Development Tasks 2019</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Surname</strong></td>
</tr>
<tr>
<td>-----------------</td>
</tr>
<tr>
<td>Head</td>
</tr>
<tr>
<td>Audrey</td>
</tr>
<tr>
<td>Elphick</td>
</tr>
<tr>
<td>Coyle</td>
</tr>
<tr>
<td>Davies</td>
</tr>
<tr>
<td>Davies</td>
</tr>
<tr>
<td>Donald</td>
</tr>
<tr>
<td>Edwards</td>
</tr>
</tbody>
</table>
How Do We Close Off The Job Capability

2019 TRAINING COURSE POPULATION PLANNER

<table>
<thead>
<tr>
<th>COURSE AVAILABLE</th>
<th>MEB BOOKED ON COURSE</th>
<th>MEB DID NOT ATTEND COURSE</th>
<th>MEB ATTENDED</th>
<th>MEB DID NOT COMPLETE COURSE</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>DAY</th>
<th>DAYS</th>
<th>Oct-19</th>
</tr>
</thead>
<tbody>
<tr>
<td>40</td>
<td>(6 ~ 2)</td>
<td>16/10/2019</td>
</tr>
<tr>
<td>41</td>
<td>(6 ~ 2)</td>
<td>16/10/2019</td>
</tr>
<tr>
<td>42</td>
<td>(6 ~ 2)</td>
<td>16/10/2019</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>FLIGHT SIDES</th>
<th>3 DAY</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>J Campbell</td>
</tr>
<tr>
<td></td>
<td>J Campbell</td>
</tr>
<tr>
<td></td>
<td>J Campbell</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>TOW MOTOR</th>
<th>1 DAY</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>SAFE FOR LIFE</th>
<th>1 DAY</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Vic Harris</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>QC MEMBER</th>
<th>1 DAY</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Colin Pain</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>MALFUNCTION CORRECTION MA/MAT</th>
<th>2 HRS</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>OWNERSHIP MAINT 1 &amp; 2 MILL075</th>
<th>4 HOURS (AM)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>ENGINE TECH</th>
<th>1 DAY</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Steve Pulford</td>
</tr>
<tr>
<td></td>
<td>Mike Povey</td>
</tr>
</tbody>
</table>

TRAINING ROOM RUN OFF JOB DEVELOPMENT WORKSHOPS
How People Are Assessed.

• Training review and sign off
• Appraisals
• Standardised Work Assessments
Standardised Work Assessments

**Every JES Captured each Month**

- **Plan what to check Daily**: SWCT, JES’s Detailed
- **Plan where to check Daily**: Each Process
- **Plan how to check Daily**: Confirm Std Work Sequence
- **Plan who to check Daily**: Every Member

Team Leader Does In-depth (x2 per Shift) Confirmation using Keshikomi

Every Variant captured In-depth

1h! Off Line
DID YOU SPOT ANY DIFFERENCES?

CAN YOU NOW SEE THE DIFFERENCES?
**ITEM MISSED IN 2ND VIDEO**

### ZR Assembly Job Element Sheet

<table>
<thead>
<tr>
<th>JES No.</th>
<th>KZRM0048 005 HC0025 DELTA</th>
</tr>
</thead>
</table>

**Document Controller**

<table>
<thead>
<tr>
<th>GL Blue</th>
<th>GL Red</th>
<th>TL Blue</th>
<th>TL Red</th>
</tr>
</thead>
</table>

**Element Name:** Head Cover Seal Assy

**Major Step:**

1. Wipe hands with sticky roll.

2. Use sticky roll to remove any debris or dirt from gloves.

3. Seal can get contaminated.
**ITEM MISSED IN 2\textsuperscript{ND} VIDEO**

<table>
<thead>
<tr>
<th>Major Step</th>
<th>Keypoint</th>
<th>Reason</th>
</tr>
</thead>
<tbody>
<tr>
<td>Press seal into the groove along the bottom side of cover</td>
<td>Press seal into groove ensuring tabs on seal are fully pushed in.</td>
<td>Head cover will misalign when tightening causing the seal to pinch and cause oil leak</td>
</tr>
</tbody>
</table>

**Q / K**
Toyota in Europe

- 9 Manufacturing Plants

- Around two-thirds of Toyotas sold in Europe are made in Europe by Europeans
Toyota Manufacturing UK

Deeside, North Wales
Engine manufacturing
Start of production Sept 1992
546 employees

Burnaston, Derbyshire
Vehicle manufacturing - Corolla
Start of production Dec 1992
2,577 employees

Both plants = £2.75 billion investment

Most experienced plants in Europe
Deeside Engine Plant

Casting & Machining

Assembly

Quality Assurance
Deeside Engine Plant.

Engine product line up

ZR Engine
Role of TLMC

Support business development in UK / Ireland

On Site Coaching  Training Courses

Initial Gemba  Lean Diagnostic

Transfer of Manufacturing skills & Management best practice into any non competitive organisation within multiple sectors
Summary

• Developing people
• Go, Look, See
• Confirmation
• Challenge
Toyota Lean Management Centre
Toyota Engine Plant, Deeside, North Wales
https://tlmc.toyotauk.com