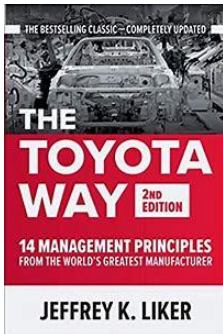


Maturity levels for Toyota Way principles.



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