

Video 1 - Toyota way

1) What are the main ideas of the LEAN and Toyota way?

A process, a guiding philosophy

- A set of management principles
- Continuous improvement (challenge - create value, spirit of challenge, long-term perspective, thorough decision-making, kaizen - innovative thinking, lean systems and structures, organizational learning, genchi gembutsu)
- Respect for people (respect - respect for stakeholders..., Teamwork - education and development ...)

2) What does Genchi Gembutsu mean and how does it work?

- Go see the problem for yourself, where it's occurring
- Build consensus in decision making
- Commitment to achievement

3) Who created the 4P's concept? What was the reason for that?

- DR. Jeffrey Liker - forming his own perspectives, on how they achieve such a great manufacturing processes

4) On which level of the Pyramid most companies are stuck on?

- Process - eliminate waste - 2nd level

Video 2 - M3

1) How to overcome inconsistency (1st M) in Lean?

By overcoming irregularities in processes

- better scheduling of work
- better distribution of workload
- more precise prediction of customer demand
- having a more consistent quality of supplies and tools (for example by changing the supplier for a better one)

2) What is the result of overburden for companies? - Making mistakes

- Messy work environment (disorganized)
- Exhausted employees
- Machines breaking down

3) How is the 3rd M (waste) related to safety?

People can get tired and fatigued (overburden), this often leads to illnesses and even injuries.

Video 3 - Brief history of lean

1) When was the Toyota Production System (TPS) created, why?

After Eiji Toyoda's visit in the USA (late 1940s - around the year 1950), then it was being developed for the next 20 years

2) What are the core elements of TPS?

- Maximize share of value-adding activities, stable and standardized processes
- Create a self-learning and continuously improving organization
- Holistic supply chain perspective
- People development is the key success factor

3) Which of these core elements can be considered as crucial in today's situation?

People development - even though companies (such as Toyota) are using more and more robots, people are what matters the most in business (Vojta's opinion - I couldn't find the answer in the video).

TPS requires elimination of waste (mentioned as part of the maximizing share of value-adding activities) and as a part of environmental management and effectiveness of productivity and effort which is at the end crucial for satisfying customers requests, this element is in my opinion (Tereza) crucial in today's situation of large companies (such as Toyota) with high environmental impact.