Modeling potencijala pojedinaca i timova - Toyota

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Apstrakt: Kompanija Toyota je u stanju da iznenadi hiljade stručnjaka širom sveta. Ključno pitanje koje se postavlja je kako je Toyota zadržala i još uvek drži fokus tokom decenija kontinuiranog razvoja i poboljšanja svog poznatog svetskog TPS-a? Da bi bolje razumeli potrebno je znati kako Toyota regrutuje, kako izgrađuje sposobnosti i kako angažuje zaposlene. Toyota koristi formulu za procenu potencijala pojedinaca i potencijala tima. Toyota koristi DOJO, prostore za učenje, u fabrikama, na tzv. gembi, za obučavanje radnika. To su replike stvarnih proizvodnih linija i radne sredine, gde se, na primer, svi novozaposleni obučavaju mesec dana, sa praktičnim i teorijskim procesima evaluacije. Kao zaključak može se reći da su njihovi ljudi njihova najveća imovina.

Ključne reči: Toyota, timovi, potencijal zaposlenih, potencijal timova.

Toyota Individual and Team Potential Modeling

Abstract: Toyota Company that is able to puzzle thousands of thinkers around the world. The key question is how did Toyota keep and still keeps its focus throughout decades of continuous development and improvement of their world known TPS? To understand it better it is necessary to know how Toyota recruits, how they build capabilities, and how they engage employees. Toyota uses a formula to evaluate each one's potential and the team's potential. Toyota uses DOJOs, learning areas within the plants, at the *gomba*, to train workers. Those are replicas of the real work lines and work context, where, for instance, all the new hires train for a full month, with practical and theoretical evaluation moments. As a conclusion one's can say that their people are their biggest asset.

Keywords: Toyota, individual potential, team potential.

1. Introduction

On Sunday, the 24th of September was the final day of a study trip to Toyota Motor City, to celebrate the 10th birthday of the Lean Global Network (LGN). The purpose was to learn about this dazzling Toyota Company that is able to puzzle thousands of thinkers around the world. Those ten days, that were about to end, were prepared in detail, individually and collectively, from LGN Headquarters in Boston, with the Lean Enterprise Institute taking the lead months earlier, in front of those 40 lean thinkers coming from more than 20 different countries around the world. Later on the trip, the group was named as the *United Nations of Lean*. A well deserved *nick name* for such awesome group of persons.

2. Toyota Individual and Team Potential Model

Month before, each one went through the key questions to address throughout this weeklong journey. That was THE moment, to put in write what each one wanted to bring back from this huge moment, where the group would be among the best lean thinkers and doers on earth.

Finding answers direct from the source, the TPS (Toyota Production System) experts, the ones with 30 plus years of career around Lean Thinking, Lean Management and Lean Learning. Those were the ones that could validate our questions and support conclusive answers.

And *Learning* was the verb the group pursued. How did Toyota keep and still keeps its focus throughout decades of continuous development and improvement of their world known TPS? This was the question. In particular, get to know how Toyota recruits, how they build capabilities, and how they engage employees.

Partially, some of the answers were found. Here are some of the learnings brought from Japan:

1. Toyota uses a formula to evaluate each one's potential and the team's potential. While the first variable below is, kind of given by your nature and live experiences, the last couple are hard worked throughout the working journey, while Toyota employee:

$$\text{Output} = \alpha \times [\Sigma i (\text{Personality}) \times (\text{Ability \& Skills}) \times (\text{Motivation})]$$

$$\alpha = \text{Team cooperation degree}$$

2. New hires come from a wide range of sources, naming a few: Toyota Technological Institute (www.toyota-ti.ac.jp), Partnerships with Nanzan University & Aichi University, able to teach and graduate for a range of needs, from MSc to Ph.D degrees. The real difference comes when you take a close look at the Courses configuration and the Learning dynamics. They're set to create change agents, an army of Thinkers and skilled Doers.
3. Then there was something big in purpose. But indeed simple and obvious. Something never saw at any of the European OEMs: The Skills DOJO. DOJO is a term to define a 'place of learning & training', just like the ones used for martial arts. The Toyota DOJOs are learning areas within the plants, at the *gemba*, to train workers. Those are replicas of the real work lines and work context, where, for instance, all the new hires train for a full month, with practical and theoretical evaluation moments. Those are part of a more complete set of the capability building scheme, but in fact, one astonishing piece. There were several of these: Logistics at Oguchi Service Parts Centre; Welding, Assembly and Painting at Takahama Plant, were some of the few seen.

Figure 1. Scheme (Source: <https://photos.app.goo.gl/QyXCjinBFVJxAsyz2>)

4. The scheme above is performed over and over and we all listened from Mr. Horikiri Toshio, that: "... you need to let workers DO, provide them with positive FEEDBACK, give them EXPOSURE, so they fell pleasure and be willing to REPEAT it". Great learning from such basic thinking. Or as Mr. Sadao Nomura, a senior expert on TPS said, TPS is all about "...how to make money", through basic thinking, basic principles and basic processes.

Conclusion

As a conclusion one's can say that Toyota really knows how to do it. Their people are their biggest asset and they know it. People are Toyota's straight path to sustainable, continuous and perpetual improvement.