

10 golden rules for radical quality improvement

BY TOYOTA VETERAN SADAO NOMURA

1

There is no shortcut to monozukuri

Honestly, steadily and thoroughly improve the problems indicated by each quality defect you encounter



2

Don't try to hide or smother quality defects

Reveal problems! If you don't they'll continue to reappear as long as the root cause is there



3

Take measures immediately and thoroughly

Speed is key. Every time you don't fix a problem today you create the opportunity for a bigger accident tomorrow



4

Consider quality defects as a kind of financial resource

A defect gives you a problem to solve. Immediate countermeasures reduce the negative cost to 0. Continue efforts yearly



5

Defective items are a treasure trove of hints for improvement

Defects = improvement opportunities! Eliminate them by investigate root causes at gemba and act to avoid recurrence



6

Visualize and evaluate quality activities over a long time

Visualize your activities over at least 5 years. If defects don't go down constantly, something may be missing or wrong



7

As a manager, take a hard look at yourself before blaming people

Workers aren't to blame for a faulty system. Managers should spend their time standardizing for quality and training folks



8

Look at your quality charts from the right size

Clarify the target, check the gap between target and current state, identify the real weakness, and take proper measures



9

Engage in genchi genbutsu communication

Managers should make decisions after visiting gemba to see defects and work, listen to workers and discuss with them



10

Before saying your can't do it, try it! (like Sakichi Toyoda said)

Trying and failing is far better than talking theory or excuses without acting. Exercise strong leadership in individual positions!

The Toyota Way of Dantotsu Radical Quality Improvement

Sadao Nomura

Introduction by John Shook and Toshiko Narusawa



Routledge

Taylor & Francis Group

Lean Global Network

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