

The following files are a derivative of the Kaizen Skills course taught in Toyota Motor Corporation for many decades. The original supervisor skills course in the 1950's was based upon the TWI Job Methods training course. In the 1960's and 70's that was replaced by the P-course taught 3-4 times per year by Shigeo Shingo. Then eventually this course was created by Toyota's Training & Education Department and taught internally to all supervisors and engineers in manufacturing as part of planned development. This exact course no longer exists and has no doubt been replaced by something else internally at Toyota.

As a favor Isao Kato the former head of skills development training at Toyota helped us put together a similar course. The following files are the basics of a five day training course emphasizing the need for Kaizen and transferring specific skill sets to support this topic. Please note that this material is not a "5 Day Kaizen Event" which is often marketed by various consultants in a workshop format in the United States. Those types of events were extremely scarce inside Toyota and were actually known as "Jisshuken" events and conducted for intensive study and learning purposes. Later they became a method for the Toyota Operations Management Consulting Division to help transfer TPS to the supply base.

Internally however Toyota historically relied much more upon resources such as managers, supervisors, and engineers to drive continuous improvement within the work teams. In order to support these activities that generate most of the day to day improvements (without the extensive workshop format) certain skill sets are required. The nature of those skills have slightly changed over the years as TPS inside Toyota has evolved. However they are all essentially a subset of industrial engineering methods pioneered in the United States. Instead of putting those skills merely in the industrial engineering community Toyota goes to great lengths to *also* instill them in the front line supervisors guiding work teams.

The following files should give you a sense of some of those skills that Toyota built into its workforce over the past several decades. They include time studies, motion studies, standardized work, as well as a basic process for thinking about Kaizen. The bulk of the material is here for you to observe and use in creating a similar course for your own needs. There is no participant handout complete currently. Also the original transparencies are not available at this point in time either. However with a little creativity and effort on your own part you can easily create your own. Good luck with your efforts in skill building and continuous improvement.