

What is The Toyota Way 2001 ? トヨタウェイ2001とは

The Toyota Way 2001 is an ideal, a standard and a guiding beacon for the people of the global Toyota organization. It expresses the beliefs and values shared by all of us. The Toyota Way 2001 is based on the Guiding Principles at Toyota, which define the mission of Toyota as a corporation and the values the company delivers to customers, shareholders, associates, business partners and the global community. The Toyota Way 2001 defines how the people of Toyota perform and behave in order to deliver these values. It functions as the autonomic nervous system for Toyota organizations.

The concepts that make up the Toyota Way 2001 transcend language and nationality, finding application in every land and society.

The Toyota Way is supported by two main pillars. They are "Continuous Improvement" and "Respect for People". We are never satisfied with where we are and always improve our business by putting forth our best ideas and efforts. We respect the people, and believe the success of our business is created by individual efforts and good teamwork.

All Toyota team members, at every level, are expected to use these two values in their daily works and interactions.

お客様・社員・取引先・地域社会・株主というステークホルダーに対し、どのような価値を提供したいのかというトヨタの意思を表明したのが、「トヨタ基本理念」です。

そして、この「トヨタ基本理念」を企業活動の中でいかに実現するかという視点から、トヨタに働く人間としてどのような価値観を共有し、どのような行動をとるべきかを示したのが「トヨタウェイ2001」です。

これはトヨタの組織にとって自律神経的な機能を果たすべきものであり、健全で活力ある経営を維持しながら「トヨタ基本理念」を実現させていくための中核を担うものです。

トヨタウェイ2001の2本の柱は、「知恵と改善」そして「人間性尊重」です。

現状に満足せずより高い付加価値を追求し、そのために知恵を絞りつづけること、あらゆるステークホルダーを尊重し、従業員の成長を会社の成果に結びつけること、この2つを常に念頭において行動することが、すべてのトヨタで働く者に求められています。

Challenge

We form a long-term vision, meeting challenges with courage and creativity to realize our dreams.

- Creating Value through Manufacturing and Delivery of Products and Services
- Spirit of Challenges
- Long-range Perspective
- Thorough Consideration in Decision-making

Kaizen

We improve our business operations continuously, always driving for innovation and evolution.

- Kaizen Mind and Innovative Thinking
- Building Lean Systems and Structure
- Promoting Organizational Learning

Genchi Genbutsu

We practice Genchi Genbutsu... go to the source to find the facts to make correct decisions, build consensus and achieve goals at our best speed.

- Genchi Genbutsu
- Effective Consensus Building
- Commitment to Achievement

Respect

We respect others, make every effort to understand each other, take responsibility and do our best to build mutual trust.

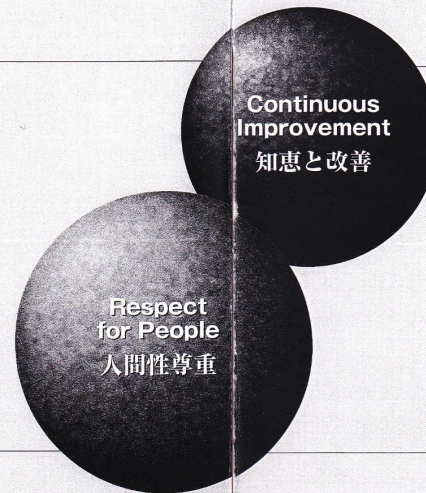
- Respect for Stakeholders
- Mutual Trust and Mutual Responsibility
- Sincere Communication

Teamwork

We stimulate personal and professional growth, share the opportunities of development and maximize individual and team performance.

- Commitment to Education and Development
- Respect for the Individual ; Realizing Consolidated Power as a Team

The Toyota Way 2001



Challenge

「夢の実現に向けて、ビジョンを掲げ、勇気と創造力をもって挑戦する。」

- 「モノづくり」を核とした付加価値の創造
- 挑戦のスピリット
- 長期指向
- 熟慮と決断

Kaizen

「常に進化、革新を追求し、絶え間無く改善に取り組む。」

- 改善、革新の追求
- リーニングシステムの構築
- 組織的学習の徹底

Genchi Genbutsu

「現地現物で本質を見極め、素早く合意、決断し、全力で実行する。」

- 現地現物主義
- 効果的合意形成
- 実践主義、達成指向

Respect

「他を尊重し、誠実に相互理解に努め、お互いの責任を果たす。」

- ステークホルダーの尊重
- 会社と社員の「相互信頼」と「相互責任」
- 誠実なコミュニケーション

Teamwork

「人材を育成し、個の力を結集する。」

- 人材育成の重視
- 個人の人間性尊重と、チームの総合力発揮

As referenced in the book **Learning to Lead, Leading to Learn: Lessons from Toyota Leader Isao Yoshino on a Lifetime of Continuous Learning.**

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