

# Lean Manufacturing / Lean Production

## Topic 6:

- Toyota Way 4P  
& 14 Principals



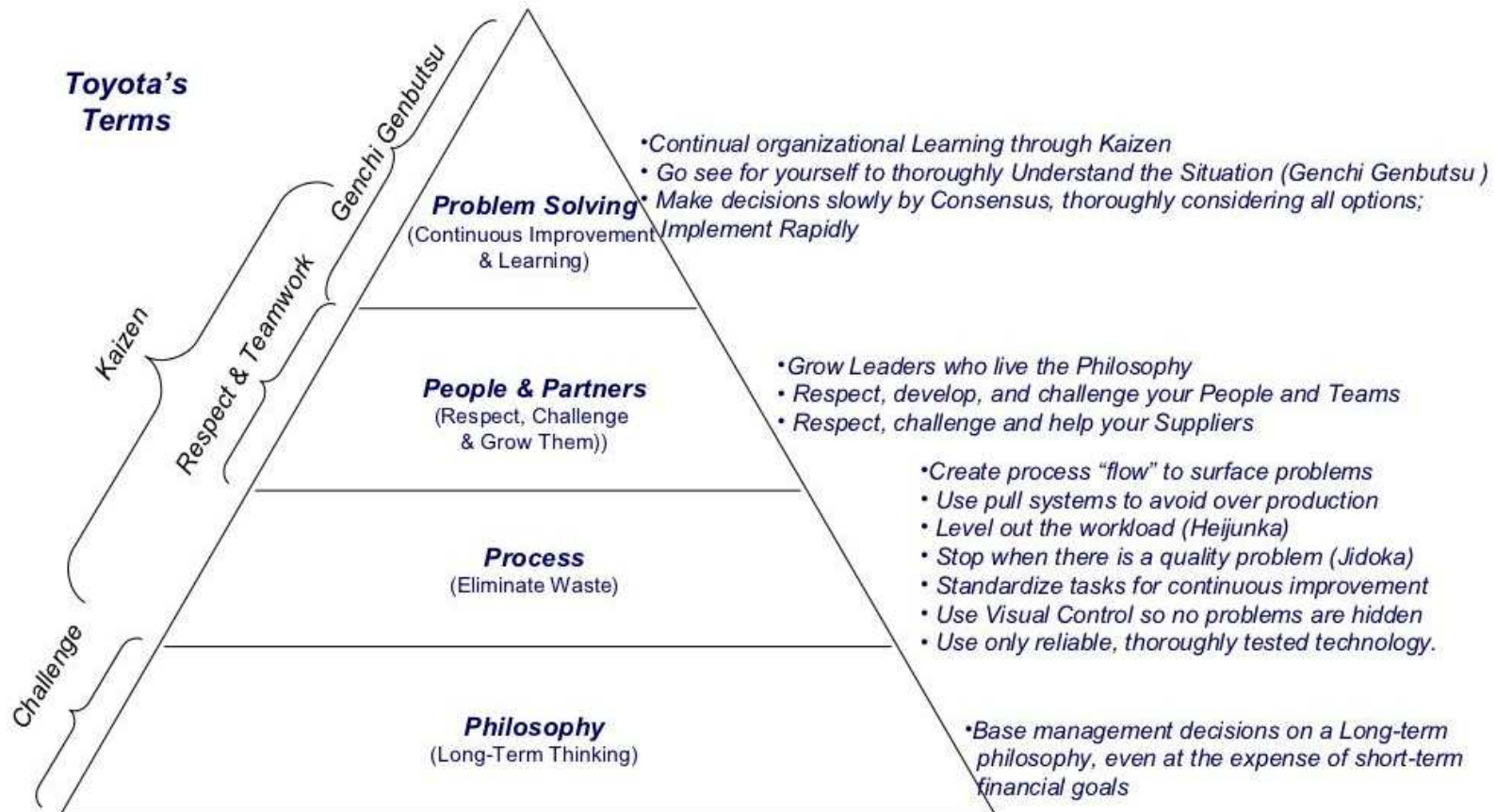
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## The Business Principles of the Toyota Way



## Toyota Way :

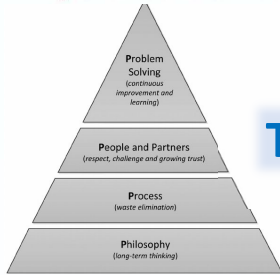
**Philosophy, Process, People & Partners, Problem Solving**

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## The Business Principles of the Toyota Way

### P1 – Philosophy

Principle 1: Base Your Management Decisions on a Long-Term Philosophy, Even at the Expense of Short-Term Financial Goals

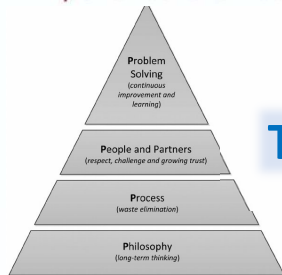


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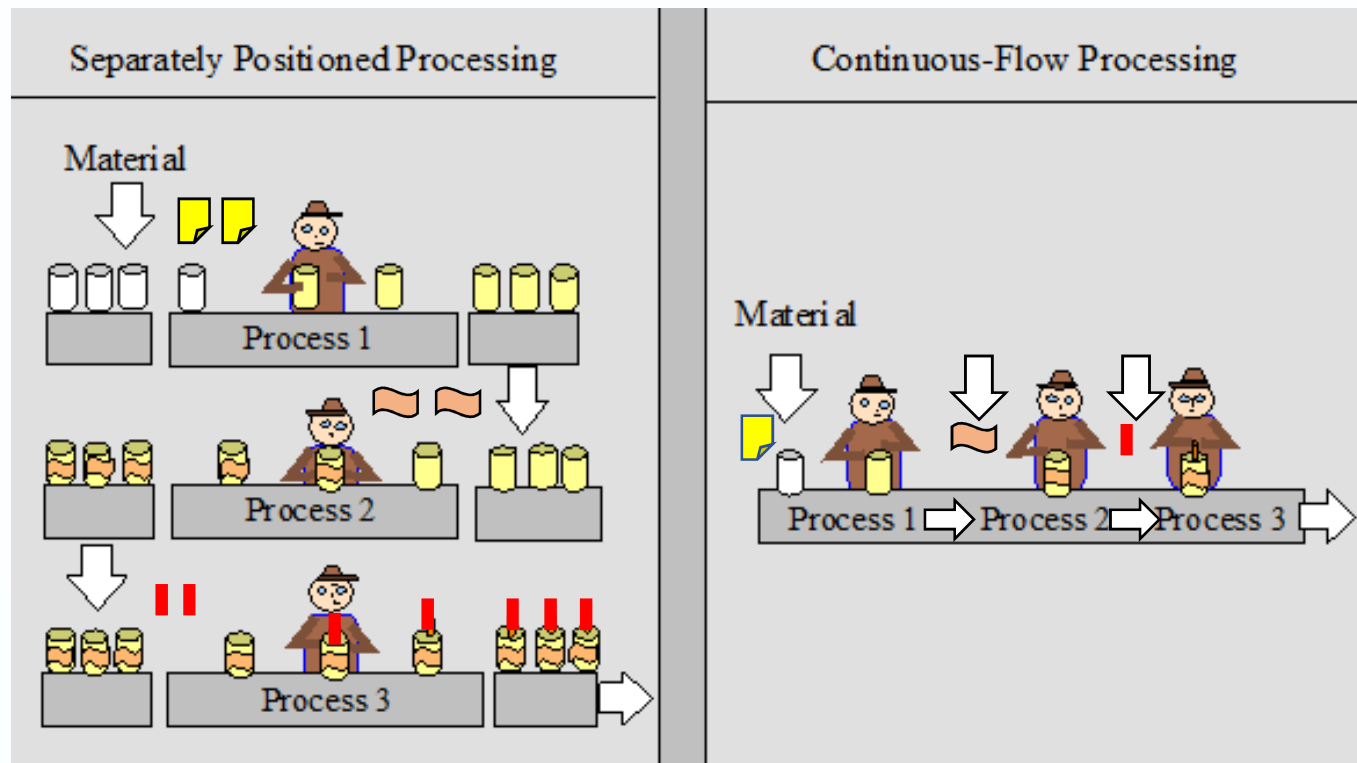
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### P2 – Process

Principle 2: Create Continuous Process Flow to Bring Problems to the Surface

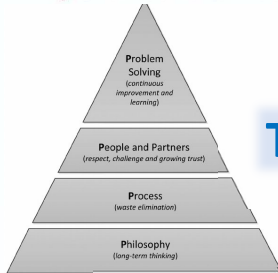


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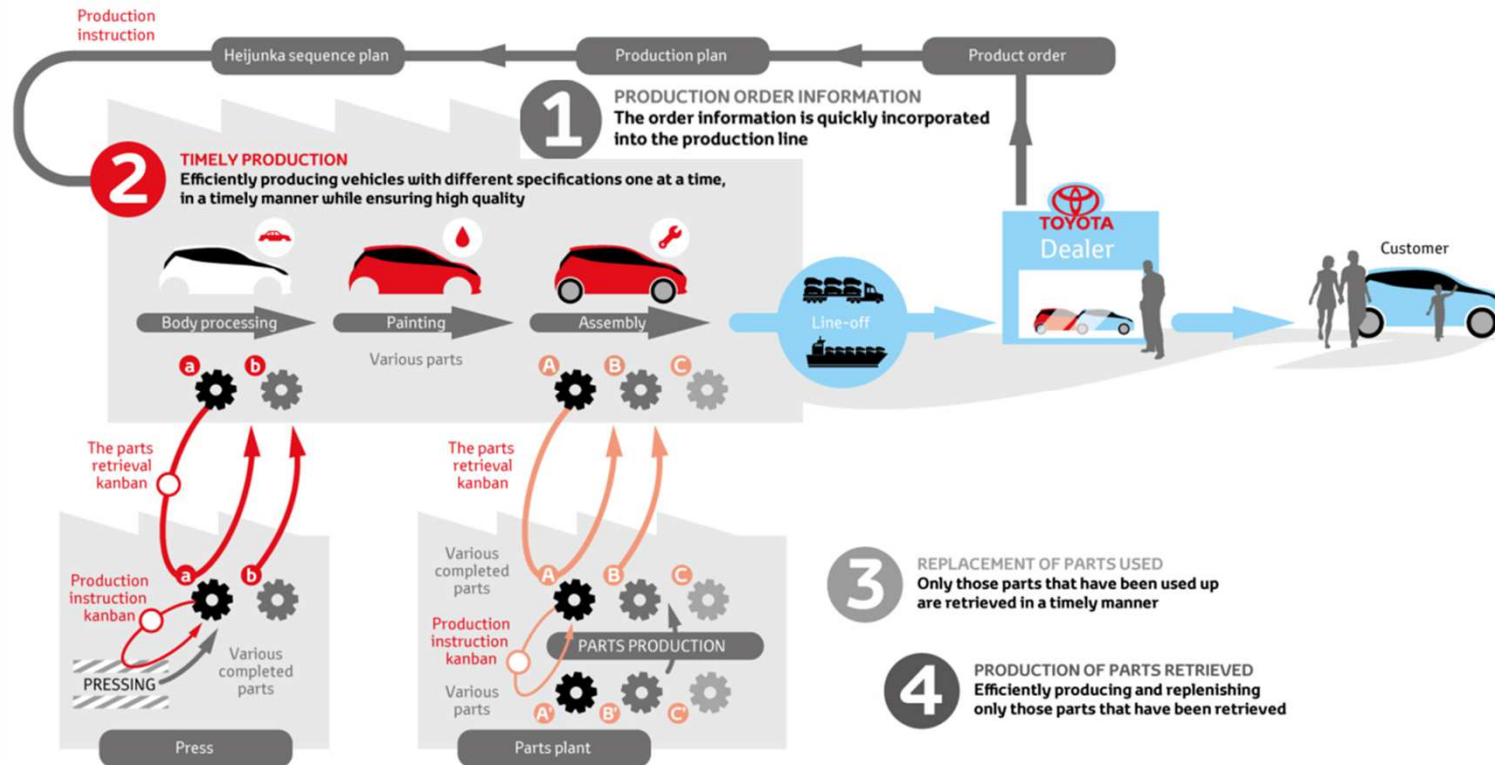
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### P2 – Process

#### Principle 3: Use Pull Systems to Avoid Overproduction



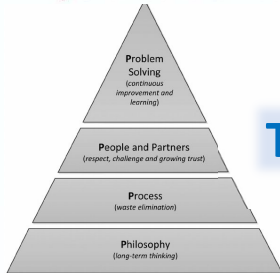
[toyota-europe.com](http://toyota-europe.com)

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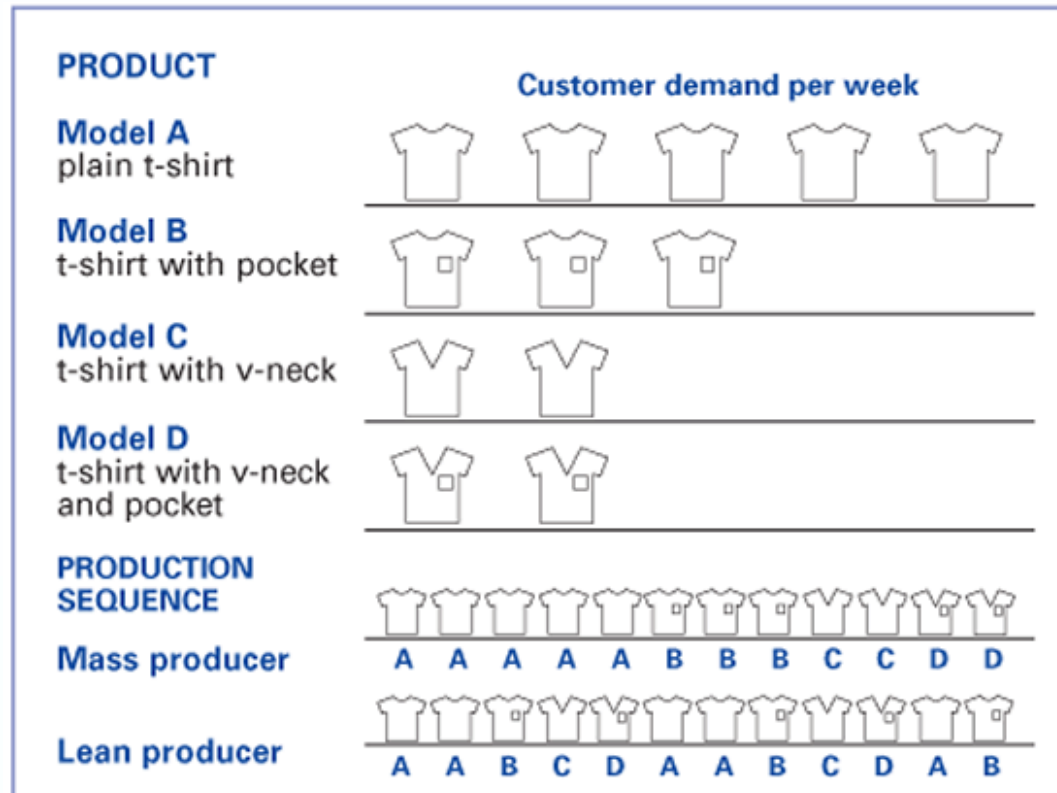
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### P2 – Process

#### Principle 4: Level Out the Workload (Heijunka)

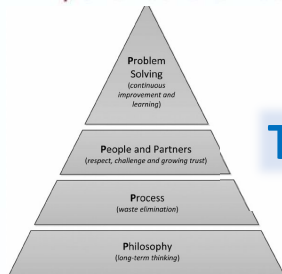


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### P2 – Process

Principle 5: Build a Culture of Stopping to Fix Problems, to Get Quality Right the First Time

STOP - CALL - WAIT	
PROSEDURE	KETERANGAN
<p><b>Kondisi Abnormal</b></p>	<ol style="list-style-type: none"> <li>1. Proses tdk sesuai prosedur</li> <li>2. Ada kelainan pada proses</li> <li>3. Ada kondisi yg membahayakan &amp; ragu</li> </ol>
<p><b>"STOP" MENGHENTIKAN</b></p>	<ol style="list-style-type: none"> <li>1. Hentikan proses kerja</li> </ol>
<p><b>"CALL" MEMANGGIL</b></p>	<ol style="list-style-type: none"> <li>1. Panggil pimpinan kerja (Koordinator / Spv)</li> </ol>
<p><b>"WAIT" MENUNGGU</b></p>	<ol style="list-style-type: none"> <li>1. Menunggu &amp; tidak melakukan apapun</li> <li>2. Tunggu instruksi dari pimpinan</li> </ol>

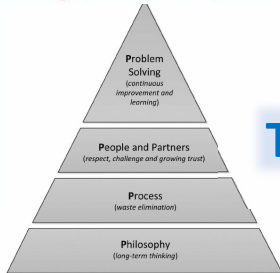




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### P2 – Process

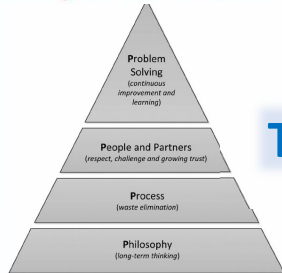
Principle 7: Use Visual Control So No Problems Are Hidden



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### P2 – Process

Principle 8: Use Only Reliable, Thoroughly Tested Technology That Serves Your People and Processes

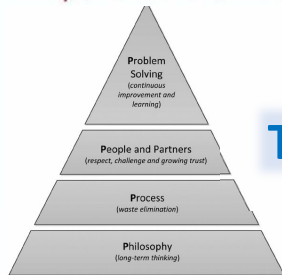


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### P3 – People and Partners

Principle 9: Grow Leaders Who Thoroughly Understand the Work, Live the Philosophy, and Teach It to Others



**TRAINING SCHEDULE**

**CAREER DEVELOPMENT**

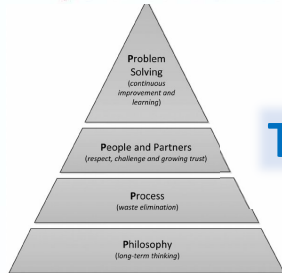
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31. May					

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### P3 – People and Partners

Principle 10: Develop Exceptional People and Teams Who Follow Your Company's Philosophy



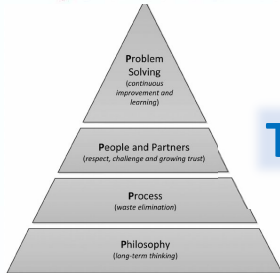
The table is titled "TRAINING SCHEDULE" and has a sub-header "NEW SKILLS". It contains a grid of columns and rows, likely representing a calendar or schedule of training activities. The columns include dates and various training topics or activities. The table is partially obscured by a blue arrow pointing upwards.

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### P3 – People and Partners

Principle 11: Respect Your Extended Network of Partners and Suppliers by Challenging Them and Helping Them Improve

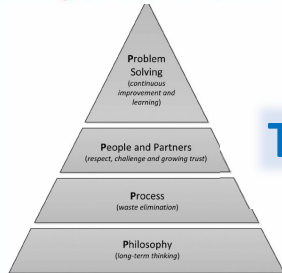


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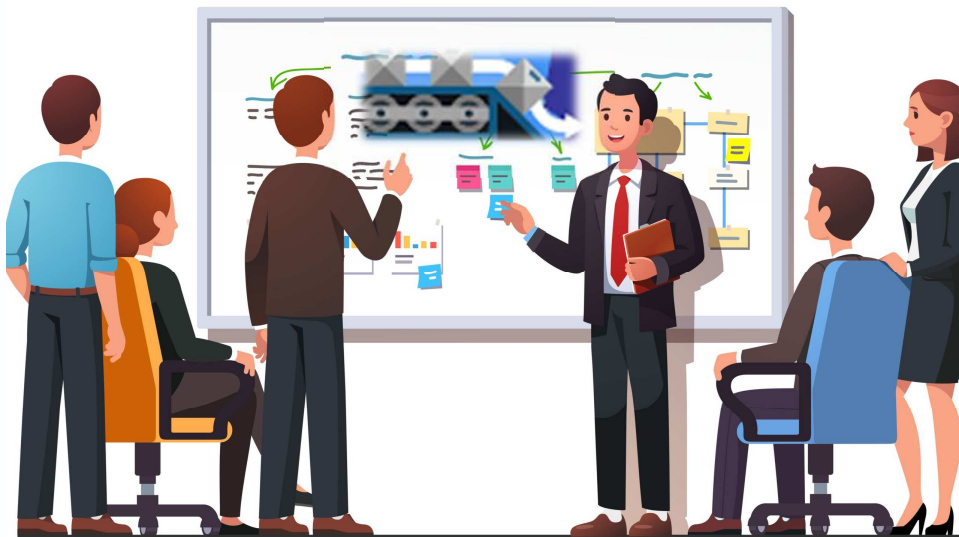
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### P4 – Problems Solving

Principle 12: Go and See for Yourself to Thoroughly Understand the Situation (Genchi Genbutsu )

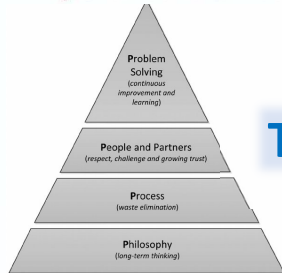


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### P4 – Problems Solving

Principle 13: Make Decisions Slowly by Consensus, Thoroughly Considering All Options; Implement Rapidly (Nemawashi)

Are you agree



SQCDMPE

Agreeeeeeeeee...



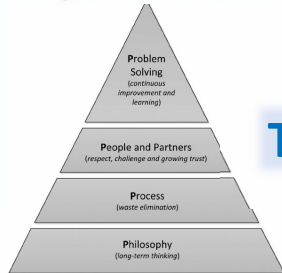
All Parties

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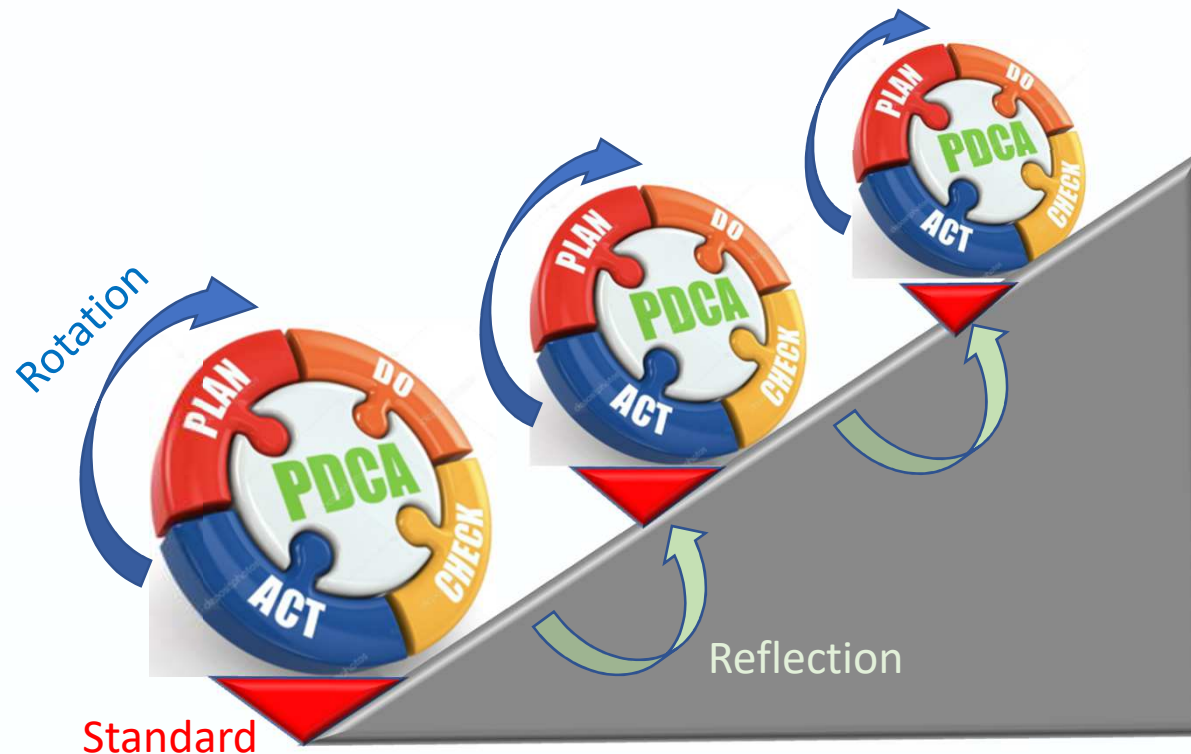
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### P4 – Problems Solving

Principle 14: Become a Learning Organization Through Relentless Reflection (Hansei ) and Continuous Improvement (Kaizen)



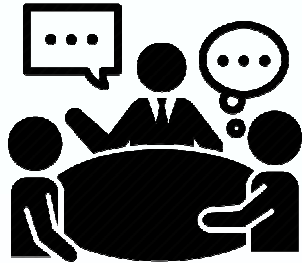


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## TUGAS MANDIRI

LOKAP MANDIRI

Membahas salah satu tema berikut ini:

- **Prinsip 1:** Dasarkan keputusan manajemen anda pada filosofi jangka panjang, bahkan bila harus mengorbankan tujuan keuangan jangka pendek
- **Prinsip 2:** Buat alur proses yang kontinu untuk mengangkat permasalahan ke permukaan.
- **Prinsip 3:** Gunakan sistem "tarik" (*pull*) untuk menghindari produksi yang berlebihan.
- **Prinsip 4:** Ratakan beban kerja (*heijunka*). (Bekerjalah seperti kura-kura, bukan seperti kelinci).
- **Prinsip 5:** Bangun budaya agar berhenti untuk memperbaiki masalah, sehingga kualitas yang tepat diperoleh sejak pertama kali.
- **Prinsip 6:** Tugas dan proses yang terstandar merupakan dasar untuk perbaikan secara terus-menerus dan pemberdayaan karyawan.
- **Prinsip 7:** Gunakan pengendalian visual agar tidak ada masalah yang tersembunyi.
- **Prinsip 8:** Gunakan hanya teknologi yang dapat dipercaya dan benar-benar teruji untuk melayani orang-orang dan proses.
- **Prinsip 9:** Kembangkan pemimpin yang benar-benar memahami pekerjaannya, menjiwai filosofinya, dan mengajarkannya kepada orang lain.
- **Prinsip 10:** Kembangkan orang-orang dan tim yang luar biasa, yang bersedia mengikuti filosofi perusahaan Anda.
- **Prinsip 11:** Hormati jaringan mitra dan pemasok dengan cara terus menantang mereka dan membantu mereka memperbaiki diri.
- **Prinsip 12:** Pergi dan melihat sendiri untuk dapat benar-benar memahami situasi (*genchi genbutsu*).
- **Prinsip 13:** Ambil keputusan secara perlahan-lahan dengan konsensus, saksama dalam mempertimbangkan semua pilihan; mengimplementasikan keputusan dengan cepat (*nemawashi*).
- **Prinsip 14:** Menjadi organisasi pembelajar melalui refleksi yang terus-menerus (*hansei*) dan perbaikan yang berkesinambungan (*kaizen*).

Dengan menyajikan dalam bentuk material presentasi yang berisi:

- **Definisi, tujuan, manfaat dari tema yang dipilih**
- **Contoh-contoh pelaksanaannya**
- **Hambatan dalam pelaksanaannya di Indonesia**
- **Usulan agar sukses pelaksanaannya**