

# TOP MANAGEMENT WORKSHOP

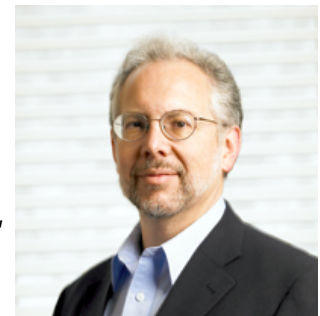
## *At the Airport Hilton . . .*



- Presenters bring knowledge learned on the shop floor
- Lego® Simulation to demonstrate TPS concepts
- Top Management Speaker from [Herman Miller](#)
- Top Management Speaker from [University of Michigan](#)

### **Special Guest Speaker - Dr. Jeffrey Liker**

Dr. Jeffrey K. Liker is Professor of Industrial and Operations Engineering at the University of Michigan and principle of Optiprise, Inc. Dr. Liker has authored or co-authored over 70 articles and book chapters and eight books. He is author of the international best-seller, *The Toyota Way: 14 Management Principles from the World's Greatest Manufacturer*, McGraw-Hill, 2004 which speaks to the underlying philosophy and principles that drive Toyota's quality and efficiency-obsessed culture.



He received his Ph.D. in Sociology from the University of Massachusetts and his B.S. Industrial Engineering from Northeastern University.

# About the Workshop...

## The Journey to True North

This workshop is designed to provide the foundation for your company's Toyota Production System (TPS) journey. Beginning with presentation of **Herman Miller's story by Matt Long**, we learn the thinking and struggles facing companies who undertake this journey. Then thru discussion and Lego® simulation, we see how the philosophy is realized and the concepts behind it. Our **guest speaker, Dr. Jeffrey Liker** will discuss the role of top management. This is followed up with a plant tour of **Herman Miller's IMT** plant where participants can see the concepts that we have been discussing.

### Day 1

#### TPS Journey by **Matt Long of Herman Miller**

The workshop kicks-off with **Matt Long** discussing and sharing their TPS journey, giving participants the opportunity to ask and discuss the various issues that come up

### Day 2

#### TPS Presentations and Simulation

##### A. Basic Thinking of TPS

- Similarity of basic thinking of Henry Ford and Toyota
- Toyota philosophy as guiding light for the business

##### B. Stability

- Bedrock for TPS creation
- TPS problem solving model for stability

##### C. Jidoka

- Quality built in at the process
- A way to make problems visible
- Promoting team member development

##### D. Continuous Flow

- First building block of JIT (just-in-time)
- Reducing inventory to see problems

#### TPS Simulation

##### E. Standardized Work (STW)

- Second building block of JIT
- Consistent daily output with STW
- Creating efficient workflow for team members
- How STW helps lower total cost

##### F. Pull System

- Third building block of JIT
- Stopping overproduction
- Meeting both volume and variety demands

##### G. Heijunka

- Impact on total resources if no heijunka
- How heijunka impacts suppliers

##### H. Role of Top Management by **Dr. Jeffrey Liker**

- Why creating need is so important
- How motivating to true north guides the company
- What structure is needed to achieve true north

### Day 3

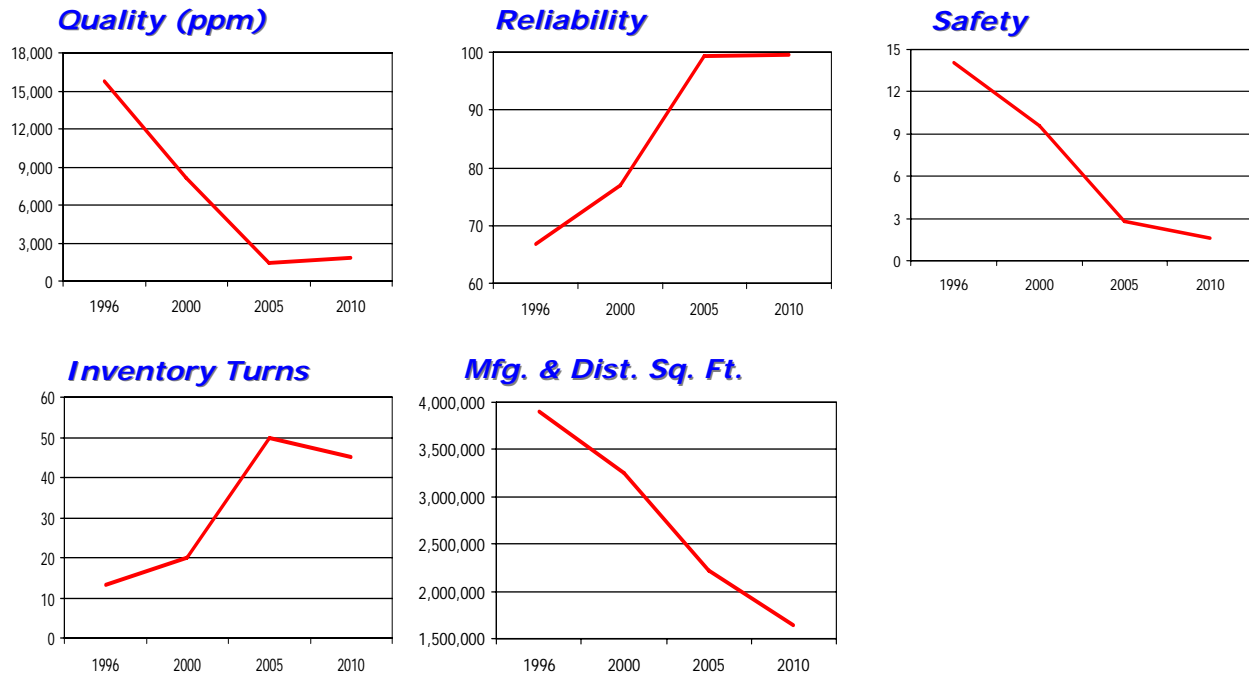
#### Plant tour of **Herman Miller's Spring Lake Facility**

On this tour you can see the concepts that we have been discussing for the prior day and a half. This will include an introduction to the facilities, shop floor tour and an opportunity to ask questions of the management.

## About the Plant...

Herman Miller began its journey toward operational excellence and efficiency in 1996 at the company's IMT facility in Spring Lake, Michigan.

Throughout Herman Miller's global organization, HMPS is driving improvements, reducing waste and increasing value for customers through advancements in product quality, lead times, delivery and cost savings. Results show significant improvements in all areas of operations.



## Benefits of the Workshop...

- Understanding the philosophy of TPS and what it means to Toyota.
- TPS is not just for the shop floor, but a way to organize the culture of the company.
- **Herman Miller's** Top Management TPS story and the struggles they had to overcome and are still dealing with.
- Introduction to the concepts of TPS, what are they and how do they apply to the company.
- See the concepts displayed in TSSC's Lego<sup>®</sup> simulation, which shows how a show floor transformation might take place.
- Role of top management in a TPS company, what type of thinking do you need to have to be successful.
- Tour of **Herman Miller's Spring Lake** plant, see TPS first hand in action.

**ABOUT TSSC**

The Toyota Supplier Support Center was originally formed by Toyota Motor Manufacturing North America as a way to primarily support Toyota suppliers with their understanding of the Toyota Production System.

After ten years of experience in the North American market Toyota decided to form TSSC, Inc. (No longer referred to as the Toyota Supplier Support Center) in response to increasing interest in industries outside of automotive in TPS. TSSC provides an opportunity for Toyota to share know-how it has developed and assist North American manufactures in their TPS journey.

As of January 2009, our name has changed to “Toyota Production System Support Center” to better reflect our mission.

**AGENDA**

- Day One—4:30PM—8:00PM (Presentation & Dinner)
- Day Two—7:30AM—8:00 PM (Continental breakfast, Presentation/Simulation & Dinner)
- Day Three—7:30AM—12:30PM (Plant Tour)

**WHERE IT ALL HAPPENS**

**Airport Hilton**  
4747 28th Street, SE  
Grand Rapids, MI 49512  
616-957-0100

A limited number of rooms are being held at the hotel until June 30, 2009 to accommodate workshop participants. Call the hotel and ask for the TSSC rate of **\$102.00 plus tax. (Please note: after June 30, the rate will increase to retail).**

Please note: the hotel offers free shuttle service to and from the Gerald R. Ford International Airport (GRR)

**FEE** \$1500 (U.S. funds only)

**Yes!** I would like to attend this workshop! (Register online at [www.tssc.com](http://www.tssc.com) or fill-out and fax this page to 859.372.2522)

Name: \_\_\_\_\_  
 Title: \_\_\_\_\_  
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What would you like to learn at this workshop? (Be as specific as possible)

Briefly describe what you have done and how you have applied TPS to your shop floor. (Be as specific as possible)

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Visit us on the web at [www.tssc.com](http://www.tssc.com)