

## Masterclass Isao Yoshino – March 26, 2019

### A unique opportunity to travel back to Lean management roots and principles, with a key Toyota actor!

Isao Yoshino will lead you through a too-rare-to-be-missed exchange on how Toyota managed the NUMMI<sup>1</sup> joint venture with GM in the 80's (training of the American workers, Team leaders' roles, Kaizen activities, Management...). The exchange will be based on a 1h15 film made by Japanese TV NHK on the subject, and which has just been released with English sub-titles. It will include a detailed discussion on the suggestion system in Toyota, as it was presented to new hires at the time.



Isao Yoshino will also develop what is expected from Managers in Toyota. A great opportunity to understand the cultural roots behind some of the concepts and principles underlying the Toyota Way and Lean management. And to grasp from the inside of Toyota the role of management.

As Isao was also in charge of the Kan Pro<sup>2</sup> Management Development Program, he will show you how Toyota HQs managers developed their hoshin kanri, a rare opportunity for us to see how Toyota manages a global long term vision, local gemba-based activities while fostering collaboration between functions. All the managers actually went through a presentation of their hoshin in A3 format twice a year (in June & December), with the officers directly in charge attending those Q & A sessions. Through those two years, Isao Yoshino witnessed all the managers reconfirm their roles & responsibilities and also relearn the importance of Hoshin Kanri. He has collected documents from that period and will comment some of those rare historical pieces.

Isao will also tell you what he personally learned from his experience in Toyota and how he devotes his current retirement time lecturing at Nagoya Gakuin University and growing the

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<sup>1</sup> NUMMI (New United Motor Manufacturing, Inc.) : a joint venture established in 1983 between Toyota and GM to manufacture small-sized cars in the US

<sup>2</sup> Manager-Development Program, a two-year company-wide program (called "Kan-Pro" in Japanese) for all the managers at Toyota HQs

mindset of his students.

## Who should attend ?

- CEOs and Managers undergoing a lean transformation
- Lean Officers

## Speaker

Isao Yoshino is a 40-year Toyota leader (of which 14 years in the US) and a former NUMMI training manager based at Toyota HQs in Japan. In 1979 and 1980, he was in charge of the Manager-Development Program (“Kan-Pro” in Japanese) for all the managers at Toyota HQs. In 1983, he was assigned to the manager of a newly-established training section for NUMMI’s shop floor leaders. He hired John Shook<sup>3</sup> from outside and other staff members from within to develop a hands-on training program for American shop floor group/team leaders who travelled from Fremont, California. In June 1984, Isao Yoshino and his team started training American shop floor leaders for three weeks at Toyota’s plant. He has also worked in Research, Corporate Planning and Production Control.

**Duration :** 1 day from 9h30 to 17h30

**Date :** Tuesday March 26, 2019

**Location :** Paris

**Cost :** 600 € excl VAT

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<sup>3</sup> John Shook is the author of “Managing to Learn”, and co-authored “Kaizen Express” and “Learning to see”.