



## **Toyota Suggestion System – 1 Day Seminar – A study of the Concepts and Implementation Plan**

**The Toyota Suggestion System is an important Pillar of the Toyota Production System dealing with the crucial area of 'motivational management'. Consider some information about suggestion systems from the early 1980's. General Motors received 0.84 suggestions per person per year while Toyota Motors received 17.9 suggestions per person per year. General Motors accepted 23% of those suggestions while Toyota Motors accepted 90% of those suggestions." Toyota received 2 million ideas annually from its workforce. Amazingly, Toyota implemented approximately 80% of these ideas!**

**The highly successful Suggestion System operated by the Toyota Motors Corp. generated over 20 million suggestions for improving manufacturing processes over a span of 40 years. The average number of suggestions submitted by each employee per year is close to 50 or one suggestion per employee per week!**

**Suggestions for improvement are actively sought and rewarded by the company management with the support of front line supervisors which make every effort to encourage employees to submit good ideas they might have for improvement. In this way a strong culture of continuous improvement which enlists the active participation by all employees has been established. This effort took many years to bear fruit. The basis of its success was the solid long term commitment of key managers at Toyota.**

**Source: The Toyota Suggestion System, 1990"**

### **Course Objectives**

This interactive course will enable the participants to:

- Understand the in-depth concept and management philosophy of the Toyota Suggestion System and its similarities and differences from the Western-type of Suggestion Systems.
- Apply a structured approach implementing such a System in their own Plants.
- To explore the critical success factors to ensure successful implementation and common reasons for their failure.

### **Course Contents**

#### **1. Uniqueness of the Toyota Suggestion System.**

- Types of Suggestion Systems.
- Comparison between Western and Toyota Suggestion System.
- Common Measurement Indices used to monitor Suggestion Systems– Participation Rate, Implementation Rate, Categories of the quality of Suggestions.
- Why it works – the value added in the Toyota Suggestion System.
- Why Toyota workers never run out of ideas for suggestions.

#### **2. The Structure of the Toyota Suggestion System.**

- How Suggestions are managed.
- Key roles in the Toyota Suggestion System structure.
- The roles played by the Suggestion Awards Committee, Promoters, supervisors and Suggestion Secretariate.

- How suggestions are submitted or collected.
- 3. How Japanese Companies Evaluate Employee Suggestions.**
- Evaluation and feedback - the bottleneck of many Suggestion Systems.
  - Toyota's secret of being able to evaluate thousands of Suggestion every month.
  - Four evaluation factors recommended – Originality, Implementation Effort, Cost Saving and Level of Suggestor.
  - What are Kai'zen (small incremental values) suggestions?
  - Uniqueness of suggestions when there are millions of suggestions over years.
  - What are Breakthrough suggestions?
- 4. How Does Toyota Sustain Suggestions for over 50 years?**
- Motivational management and the 2-6-2 Principle.
  - Issues and challenges – Resources, Costs of Awards, Management leadership changes, ambiguity and unhappiness over evaluation results.
  - FAQs Managers have about the Toyota Suggestion System.
  - Samples of Training programs for Managers, Promoters, Employees.
  - How to prevent Organizational fatigue and workers running out of ideas.
  - Publicity and reporting of Suggestion activities.
  - Making suggestions fun and rewarding.
- 5. Case Studies and Role Play Exercises:**
- Participants will be teamed up, given real-life examples to evaluate and report their evaluations for critique and shared learning.
  - Role-playing will include Promoter's role and Awards Evaluation Committee role as well as Secretariate's role in the Toyota Suggestion System.

### **Who Should Attend**

This course is suitable and benefit to Directors, Managers, Engineers, Officers, Supervisors and anyone whose job and interest is to promote the contribution of the human capital and creativity of the Organization they work for.

### **Pre-requisite**

None

### **Award of Certificate**

Certificate of Attendance will be issued to participants who have attended at least 75% of the course.

Course Duration: 1 Day.

Tel : +65.97273525 ( Moses Tan – English speaking )  
 +65.97413880 ( Dr. Kuah Kah Eng - Chinese speaking )  
 Fax : +65.64545402  
 Email : [zentan@singnet.com.sg](mailto:zentan@singnet.com.sg)