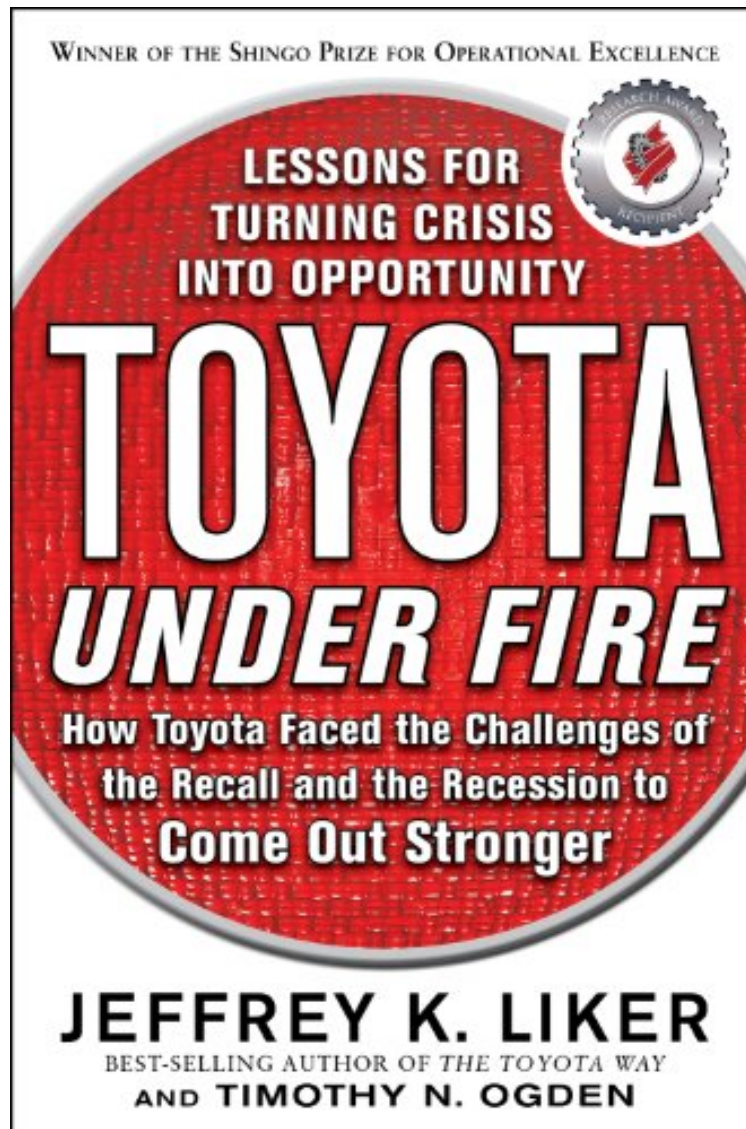


(Pdf free) Toyota Under Fire: Lessons for Turning Crisis into Opportunity

Toyota Under Fire: Lessons for Turning Crisis into Opportunity

Jeffrey K. Liker, Timothy N. Ogden

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Jeffrey K. Liker, Timothy N. Ogden : Toyota Under Fire: Lessons for Turning Crisis into Opportunity before purchasing it in order to gauge whether or not it would be worth my time, and all praised Toyota Under Fire: Lessons for Turning Crisis into Opportunity:

2 of 3 people found the following review helpful. Interesting insights on the Toyota crisis periods By Bas Vodde Toyota Under Fire is another Toyota book from Jeff Liker, the author of the Toyota Way and many other Toyota-related books. This book discusses how Toyota dealt with two crisis-es that followed each other closely. The first one was the oil crisis and the recession where the demand for cars worldwide suddenly dropped... a lot. The second one that

followed that was the recall crisis where Toyota was accused of dropping their quality standard and a lot of recalls were made. It tries to separate the media from the facts about both these crises and how Toyota responded. The book is small and it's an easy read. About 200 pages, but small pages, so you ought to be able to read it in a day or two. There isn't much knowledge about Toyota required for reading this book, it is not a sequel of any of the earlier books. The book consists of 5 parts. Part 1 is an introduction in the history of Toyota and for those who have read about Toyota in other books, this will just be repetition. Part 2 describes the oil crisis, what happened and how Toyota responded. Part 3 describes the safety crisis and the recalls that followed and how Toyota responded to that. Part 4 is a slightly more detailed part about the response of Toyota in the different parts of the company and a root cause analysis of how this could have happened. Part 5 consists of a couple of general lessons that can be drawn from these two crises. The general theme of the book is that it was Toyota's original culture that helped them cope with and recover from these two crises. It also states that it made Toyota stronger as it helped refocus on this original culture. As mentioned, the book is a small book and an easy read. I felt it was worth reading yet it wasn't a wow-book where at the end I said... wow I learned something new. It was more of an ah-interesting book where at the end I felt I gained some interesting facts. I did enjoy the last chapter where the authors strongly criticize the US media and culture for their own lack of safety and lack of professionalism. If you enjoy reading about Toyota, this book is for you! If you are looking for a basic Toyota book, go and get *The Toyota Way* of the same author. 0 of 0 people found the following review helpful. Liker does it again... By Al BI am an avid student of the Toyota production system and have read Ohno and other books on the subject including Henry Ford's *Today and Tomorrow*, where the fundamentals of this system are laid out. Liker does a superb job in analyzing and bringing understanding of the system to laymen. This one lays out the real why's of the disaster Toyota faced and how the fundamentals of the Toyota philosophy dug them out and made them better. Excellent evaluation and a correct "why" found that can be utilized by any company or individual. 13 of 3 people found the following review helpful. Another Outstanding Analysis of Toyota By Edward G. Kemmerling Dr. Liker does it again... he continues to demonstrate his outstanding knowledge of Toyota management principles and business philosophy. This book clearly describes how Toyota Corporate Culture defines effective response to a crisis. *Toyota Under Fire: Lessons for Turning Crisis into Opportunity*

The definitive inside account of Toyota's greatest crisis and lessons you can apply to your own company "Those who write off Toyota in the current climate of second guessing and speculation are making a profound mistake and need to read this book to get the facts. Toyota is a company that will channel the current challenges to push themselves to even more relentless continuous improvement." — Charles Baker, former Chief Engineer and Vice President for RD, Honda of America "Toyota Under Fire is a superb book and should prove very helpful to American industry's understanding of the problems faced and how any company can prevent similar occurrences in the future." — Norman Bodek, author, founder of Productivity Press, and inductee in 2010 Industry Week Manufacturing Hall of Fame "As a former automotive supplier executive and student of Toyota, I was concerned to see the many negative reports and investigations into the quality and safety of its vehicles. Toyota Under Fire tells the story of how this great company is growing wiser and stronger by living its culture and values." — Michael Fisher, CEO, Cincinnati Children's Hospital Medical Center "Just as Toyota has put itself through excruciating soul-searching in order to understand what went wrong, so should we all take advantage of the opportunity for learning presented to us by Toyota's misfortune. In these pages, you will find that the actual circumstances were far more complex, nuanced, and uncertain than you saw reported in the news." — John Y. Shook, Chairman and CEO, Lean Enterprise Institute "The most comprehensive and detailed review to date of the circumstances that led to the crisis, and the events and contexts that caused it to escalate." — Strategy Business About the Book For decades, Toyota has been setting standards that are the envy and goal of organizations worldwide. Its legendary management principles and business philosophy, first documented by Jeffrey K. Liker in his influential book *The Toyota Way*, changed the business world's approach to operational excellence. Granted unprecedented access to Toyota's facilities worldwide, Liker, along with Timothy N. Ogden, investigated the inside story of how Toyota faced the challenges of the recession and the recall crisis of 2009–2010. In both cases, the company was caught off guard and found that a root cause of the challenges it faced was its failure to live up to its own principles. But the fundamentals were still there, and the company has ultimately come out of the most challenging years of its postwar existence even stronger than before. *Toyota Under Fire* chronicles all the events of the recession and the recall crisis in detail, providing valuable lessons any business leader can use to survive and thrive in a crisis, no matter how large: Crisis response must start by building a strong culture long before the crisis hits. Culture matters far more than decisions made by top executives. Investing in people, even in the depths of a recession, is the surest path to long-term profitability. Because it had founded its culture on such principles, Toyota didn't need to amass an army of public relations, marketing, and legal experts to "put out the fire"; instead, it redoubled efforts to live up to its founding tenet, going "back to basics." Toyota began solving this crisis more than 70 years ago, when its organizational culture was first established. Apply the lessons of *Toyota Under Fire* to your company, and you'll meet any future management challenge calmly, responsibly, and effectively — the Toyota Way.

"I was so captivated by the book I almost forgot to take notes for the review :) It reads like an episode of Law Order; I loved it." --John Wetzel, Lean for Everyone [ht.ly/4kASB](http://4kASB)The story is both fascinating and frustrating as Toyota's technically oriented culture... is confounded and overwhelmed by (rumors and innuendo) of a political and litigation culture. --theleanthinker.com/2011/04/05/toyota-under-fire/Instead of relying upon the superficial media reporting done by organizations like the L.A. Times...Liker and Ogden...worked to...sort out the basic facts. --artoflean.com/blog/2011/04/01/toyota-under-fire-review/(Toyota Under Fire shows) a firmer grasp of the technological issues at stake than most of the lawmakers - and some of the supposed experts - who were quick to pillory Toyota a year ago. " --Financial TimesToyota Under Fire is a powerful reminder of the many lessons that emerged from one of the most intense and unexpected automotive industry events in recent years. --thetruthaboutcars.com/2011/04/review-toyota-under-fire/#more-391861From the AuthorAs I lived through the Toyota recall crisis I got frustrated that there was so much misinformation propagated by the mainstream media. At the time I was working with Tim Ogden who was helping on a book about Toyota leadership and we decided to put that aside for the moment and focus on the crisis. This book begins with an explanation of the Toyota Way and how it brought Toyota from a small back woods loom maker to becoming one of the most admired companies leading up to the twin crises of the Great Recession and the recalls. We describe and analyze in detail how Toyota responded to the recession and then in rapid fire succession the first major attack on their credibility as a company spearheaded by the American media and trial lawyers with their expert witnesses. Toyota's response in both cases was to follow the Toyota Way to emerge from both crises stronger than ever. There are lessons to learn for any company going through a crisis. Jeff Liker Author of "The Toyota Way" From the Inside Flap For decades, Toyota has been setting standards that are the envy--and goal--of organizations worldwide. Its legendary management principles and business philosophy, first documented by Jeffrey Liker in his influential book *The Toyota Way*, changed the business world's approach to operational excellence. Granted unprecedented access to Toyota's facilities worldwide, Liker, along with Timothy Ogden, investigated the inside story of how Toyota faced the challenges of the recession and the recall crisis of 2009-2010. In both cases, the company was caught off guard--and found that a root cause of the challenges it faced was its failure to live up to its own principles. But the fundamentals were still there, and the company has ultimately come out of the most challenging years of its post-war existence even stronger than before. *Toyota under Fire* chronicles the events of the recession and the recall crisis in detail, providing valuable lessons any business leader can use to survive and thrive in a crisis, no matter how large: * Crisis response must start by building a strong culture long before the crisis hits. * Culture matters far more than decisions made by top executives. * Investing in people, even in the depths of a recession, is the surest path to long-term profitability.