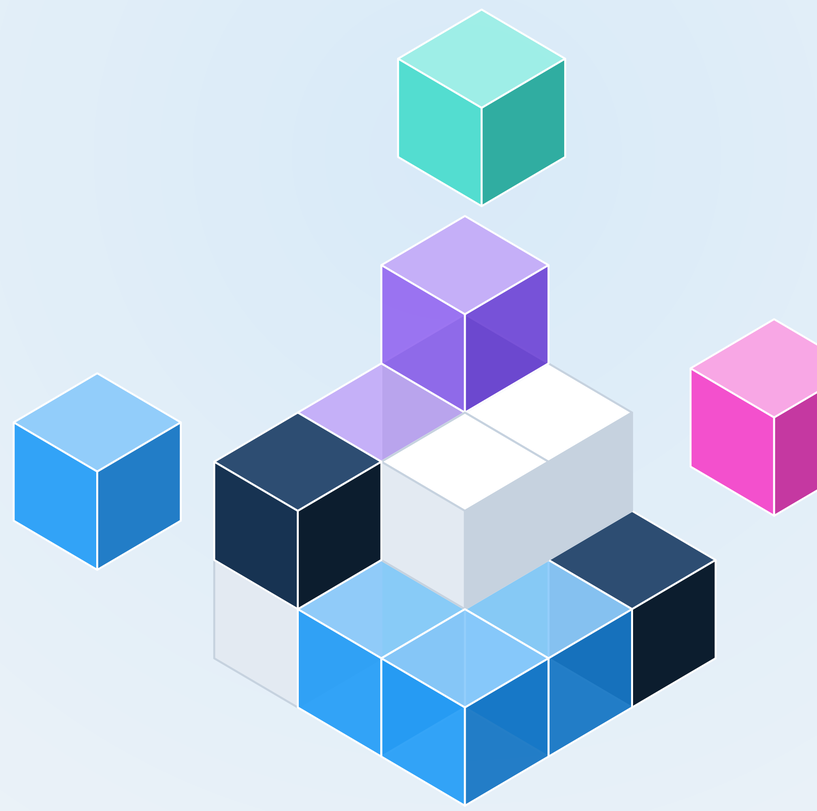
LEAN FOUNDATIONS

The House of Toyota Production System

The TPS house shows how Toyota reaches its goals: two pillars, Just-in-Time and Jidoka, rest on a foundation of stability and leveling, with people and improvement at the center.



01 THE CORE MODEL

GOAL, TWO PILLARS, ONE FOUNDATION

Best quality · lowest cost · shortest lead time
through the elimination of waste

Just-in-Time

Takt time, continuous flow, pull system

People and teamwork

Continuous improvement and respect for people

Jidoka

Stop at every abnormality, separate human and machine work

Heijunka Leveled production: volume and mix smoothed over time

Stability Standardized work, 5S, reliable machines, visual management

Just-in-Time

Make what is needed, when it is needed, in the amount needed.

Jidoka

Build in quality: machines and people stop when something goes wrong.

Foundation

Stability and leveling make both pillars possible.

02 READING THE HOUSE

A house stands only on all its parts: no pillar works alone.

SINGLE TOOLS — WHOLE SYSTEM

COPYING SINGLE ELEMENTS

- Kanban without leveling creates shortages
- Andon without fast response breeds frustration
- JIT on unstable machines stops the line

BUILDING THE HOUSE

+ Stability first, then flow, then pull
+ Quality problems surface and get solved
+ People improve the system every day

03 WORKED EXAMPLE

SUPPLIER OF SEAT FRAMES · INTRODUCING THE SYSTEM

FOUNDATION
5S and TPM
stable machines first

→

PILLAR 1
Flow and kanban
to the welding cell

→

PILLAR 2
Andon and stop
abnormalities escalated

→

ROOF
Lead time and cost
tracked as system goals

04 MANAGEMENT TAKEAWAYS

01
Build from the foundation up
Stabilize machines, methods and leveling before chasing flow.

02
Design for stopping
Make it easy and expected to stop and fix problems at the source.

03
Keep people in the center
The house is a learning system; its engine is daily problem solving.

05 COMMON MISTAKE

LIMITATION
Copying the house as a template
The house describes Toyota's logic, not a checklist. Copying tools without the thinking produces fragile results.