

## Standard are something to set up yourself

..In 1937 or 1938, while still working at Toyoda Spinning and Weaving, I was once told by my boss to prepare a standard worksheet for weaving and I found it was very difficult. Since then, I have to continue to think about what is meant by the word, “ standard” in standard work.

The elements to consider in standard work are worker, machine and materials. If not combined effectively, the workers will feel alienated and find it impossible to produce efficiently.

Standard should not be forced down from the top but rather set by production workers themselves! Only when the plant system is considered as a whole can standards for each production department become defect-free and flexible.

Standard work sheets and information contained in them are important elements of the Toyota Production System. For a Production person to be able to write a standard worksheet that other workers can understand, he or she must be convinced of its importance.

Taiichi Ohno

Therefore, have you ever walk down to production floor and read the worksheet by yourself?  
And how do you feel?



Sourced from Ohno's  
TPS – Beyond Large  
Scale of Production  
Prepared by Mick Ng

# Taiichi Ohno



- He was born on 29 Feb 1912 in Dairen (Port Arthur), Manchuria, China and passed away on 28 May 1990
- He joined Toyota on 1932 and created Toyota Production System which inspired by Kiichiro Toyoda (1894-1952), the founder of Toyota Motor and his father, Sakichi Toyoda (1867-1930) and with the help of Shigeo Shingo
- He was the first Executive Vice President outside the Toyota Family.
- Although retired from Toyota Motor in 1978 but he continued served as Chairman of Toyoda Spinning and Weaving.