

# ***The Toyota Way 2001*** **Toyota Motor Corporation, April 2001**



Illustration from Toyota Motor Corporation  
Environmental & Social Report 2004, page 75

Interview with Mr. Fujio Cho, President, Toyota Motor Corporation  
July 2003

**Question:**

**What is the relationship between the Toyota Way and Toyota's management?**

**Answer:**

The Toyota Way, which has been passed down since the Company's founding, is a unique set of values and manufacturing ideals.

Clearly, our operations are going to become more and more globalized. With this in mind, we compiled a booklet, The Toyota Way 2001, in order to transcend the diverse languages and cultures of our employees and to communicate our philosophy to them.

Toyota Motor Corporation Annual Report, 2003, page 19

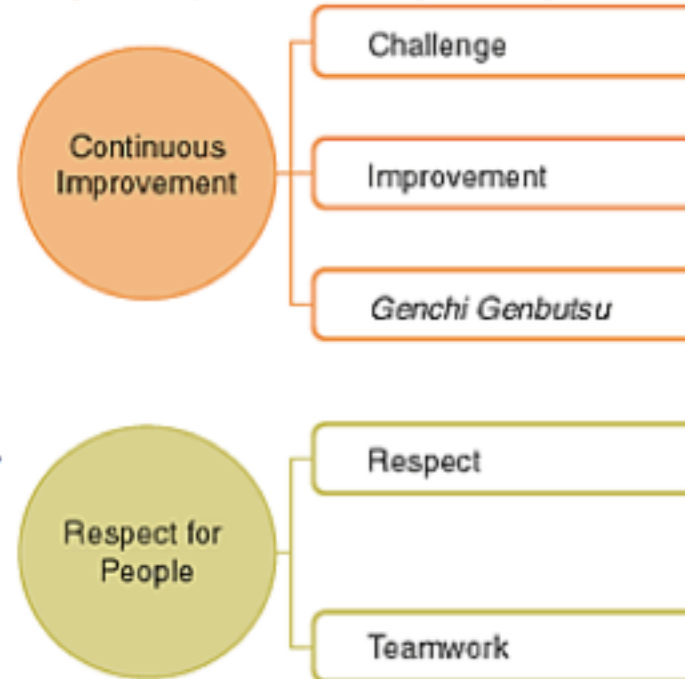
Since Toyota's founding we have adhered to the core principle of contributing to society through the practice of manufacturing high-quality products and services. Our business practices and activities based on this core principle created values, beliefs and business methods that over the years have become a source of competitive advantage. These are the managerial values and business methods that are known collectively as the Toyota Way.

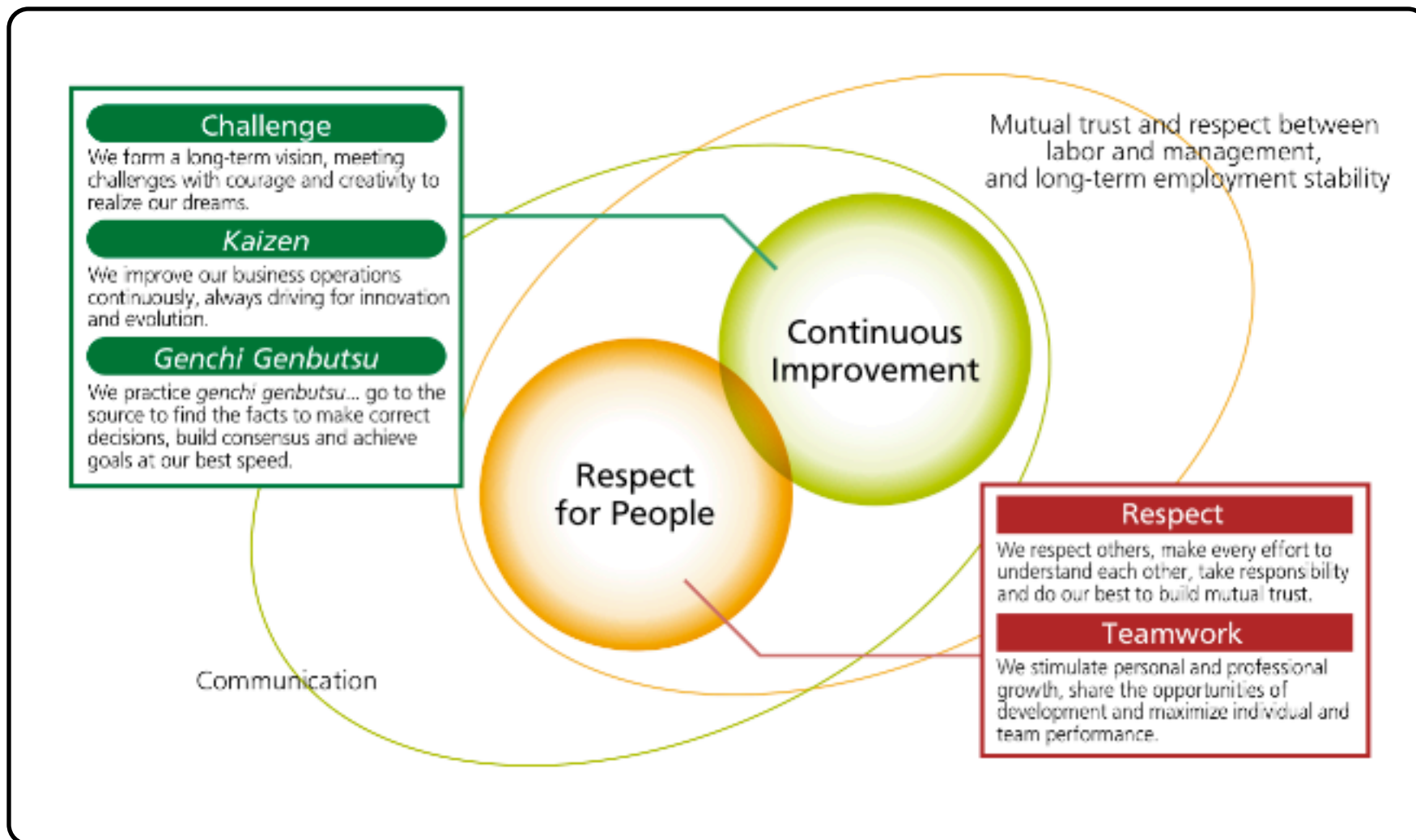
Mr. Fujio Cho, President, Toyota Motor Corporation  
From the Toyota Way 2001 document

### A Shared Toyota Way

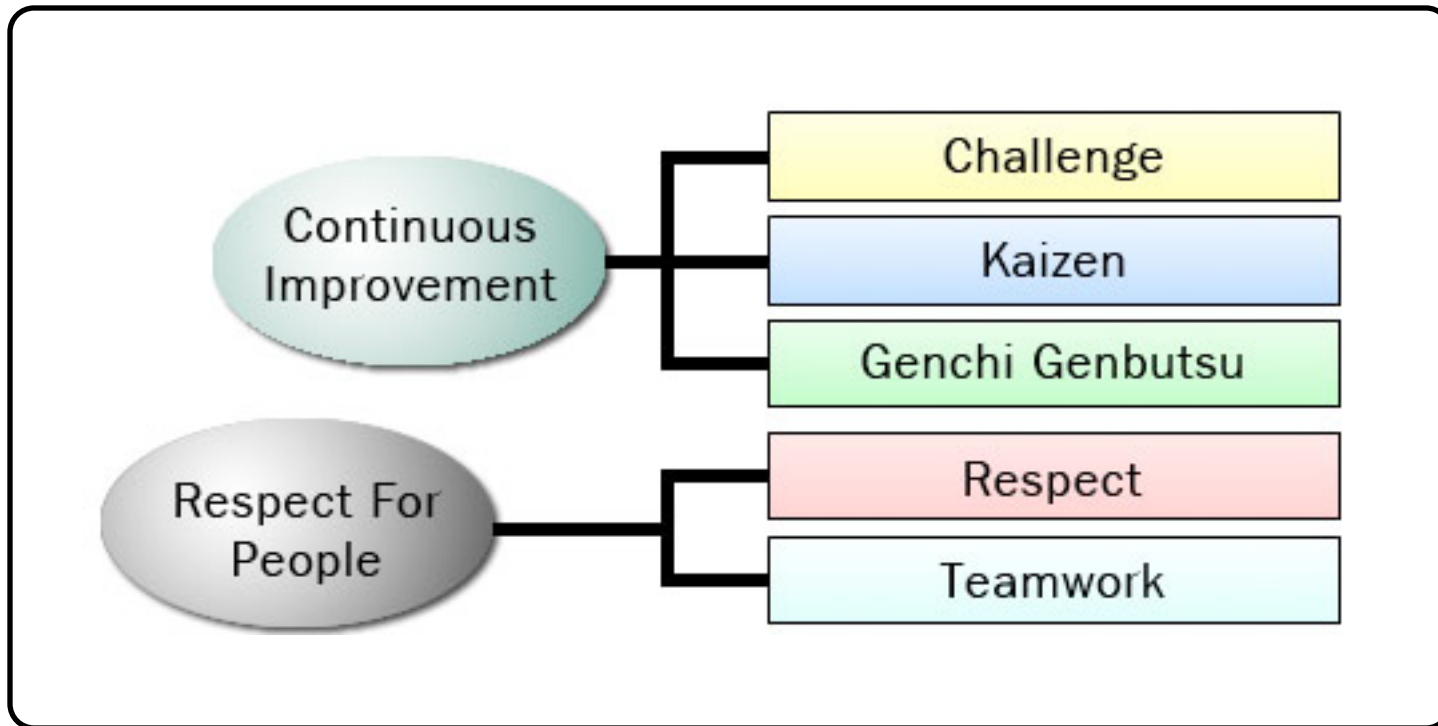
In order to carry out the Guiding Principles at Toyota Motor Corporation, in April 2001 Toyota adopted the Toyota Way 2001, an expression of the values and conduct guidelines that all employees should embrace. In order to promote the development of Global Toyota and the transfer of authority to local entities, Toyota's management philosophies, values and business methods, that previously had been implicit in Toyota's tradition, were codified. Based on the dual pillars of "Respect for People" and "Continuous Improvement," the following five key principles sum up the Toyota employee conduct guidelines: Challenge, Kaizen (improvement), Genchi Genbutsu (go and see), Respect, and Teamwork. In 2002, these policies were advanced further with the adoption of the Toyota Way for individual functions, including overseas sales, domestic sales, human resources, accounting, procurement, etc.

### •Key Principles of The Toyota Way 2001





Toyota Motor Corporation Sustainability Report, 2009, page 54



Toyota Motor Manufacturing Turkey Website  
(<http://www.toyotatr.com/eng/toyotaway.asp>)