

# Taiichi Ohno

## Quotes

*People, Looks, Kaizen, Quality, Needs, Standards, Risk, Waste, Progress,  
Thinking, Moving, Important, Cost, Trouble, Bad Qualities, Problem, Asks,  
Inventory, Proud, Cash*

Progress cannot be generated when we are satisfied with existing situations.

~Taiichi Ohno

The Toyota style is not to create results by working hard. It is a system that says there is no limit to people's creativity. People don't go to Toyota to 'work' they go there to 'think'.

~Taiichi Ohno

Having no problems is the biggest problem of all.

~Taiichi Ohno

Without standards, there can be no improvement.

~Taiichi Ohno

Standards should not be forced down from above but rather set by the production workers themselves.

~Taiichi Ohno

We are doomed to failure without a daily destruction of our various preconceptions.

~Taiichi Ohno

The more inventory a company has, the less likely they will have what they need.

~Taiichi Ohno

Data is of course important in manufacturing, but I place the greatest emphasis on facts.

~Taiichi Ohno

Costs do not exist to be calculated. Costs exist to be reduced.

~Taiichi Ohno

Where there is no Standard there can be no Kaizen

~Taiichi Ohno

When you are out observing on the gemba, do something to help them. If you do, people will come to expect that you can help them and will look forward to seeing you again on the gemba.

~Taiichi Ohno

No goal, regardless of how small can be achieved without adequate training.

~Taiichi Ohno

If you are going to do TPS you must do it all the way. You also need to change the way you think. You need to change how you look at things.

~Taiichi Ohno

Ask 'why' five times about every matter.

~Taiichi Ohno

No one has more trouble than the person who claims to have no trouble

~Taiichi Ohno

The only place that work and motion are the same thing is the zoo where people pay to see the animals move around

~Taiichi Ohno

And we are reducing the time line by reducing the non-value-added wastes.

~Taiichi Ohno

Something is wrong if workers do not look around each day, find things that are tedious or boring, and then rewrite the procedures. Even last month's manual should be out of date

~Taiichi Ohno

It takes great effort to follow the rules of a pull system ... thus a half-hearted introduction of a pull system brings a hundred harms and not a single gain.

~Taiichi Ohno

My first move as the manager of the machine shop was to introduce standardized work.

~Taiichi Ohno

Also, bad quality causes big disruptions in my river system.

~Taiichi Ohno

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