

THE LEADERSHIP MANAGEMENT STYLES IN THE WOODWORKING INDUSTRY

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SUMMARY

Leadership is defined as a combination of innate talent with the skills acquired through education and work experience. Leadership is the one element that allows the manager-to convince others to achieve business goals. Toyota principles elements included in BOST research methodology let assess not only managers in production enterprises, but also workers, whose opinion about company show results of its activity in production and organizational area. The BOST research finding concerning managers and workers opinions about production organization of chosen enterprises were shown in the context of quality problems.

Keywords: leadership, manager, Toyota principles, BOST research

1. THE LEADERSHIP IN CONCEPT OF TOYOTA PRINCIPLES

Conception of Toyota, well-known as a 'Toyota Road' or 'Toyota principles', results from work idea of Japanese engineer Sakichi Toyoda, whose work idea was based on 'fever of the constant improvement' [5]. The Toyota theory involves the generation of consistent leaders and the indefatigable do-it-yourself and the first owner invention of the Toyota and also it philosophy 'Kaizen' concerning the constant improvement or 'genchi gembutsu' concerning production management through facts.

Value of the Toyota concern TQM conception, according to which a leadership is behaviour of the entire senior staff of the organization being aimed at aiming the organization at the quality improvement. TQM philosophy leadership includes: visible involving the executive committee in improvement process and the TQM development, building of TQM culture, term assessments of individuals and teams effects, the ability of the team work in the group creating proper climate for joining of everyone into action working for the quality, appointing quality tasks by formulating purposes, active TQM promoting outside the organization, commitment to contacts with clients and suppliers [2,3,4].

According to Toyota management model, manager (leader) should promote these workers, who have achievements in quality areas creating. Supporting, recognizing and appreciating efforts of individual persons and workers' groups being a success in TQM are helping the management to motivate workers. From one side efforts of some persons must be appreciated and noticed (the man realizing own needs works for this recognition). On the other side,

rewarding somebody one should create conditions for so that, this fact is noticed through different, constituting the stimulus to begin work or to continue the work.

Leaders of the Toyota (managers) are guided by special conceptions and apply specific Toyota road's methods. According to Toyota principles, such a manager, who is relying on the top-down leadership and administers experience only in the scope of general management (bureaucratic manager), is least efficient manager. Workers respect leader of the Toyota for the knowledge, far-reaching understanding the work essence and the ability of people developing. There are eight principles by which leaders of the Toyota are guided. That is a leader [2,3]:

- who streamlines the work of his team,
- who cares so that the crew lives with vision of the company,
- who has an influence with the energy and the positivism to the crew,
- who is opened for people and their work,
- who is brave in decision making,
- who is trying them to answer his inspiration with action,
- who is inspired by his behaviour for the constant learning,
- who can be pleased with successes.

A structure of the constant learning organization is basic setting the leader of the Toyota, who thoroughly understand the work, live with general conception companies and teach others' [5].

2. MANAGERS EVALUATION ACCORDING TO TOYOTA PRINCIPLES

The management staff and workers are the main element, that is essential in creating the company's market value of the human capital. People managing a company - their skills, qualifications, experience and entrepreneurship, decide on the organization flexibility and its readiness for change. These factors have a decisive influence on the perception of the company by customers and competitors.

Quality of products and services depends on the management way of the company, as well as the managers. Intangible resources in an enterprise often mutually reinforcing. Company holding a good reputation has better situation in gaining valuable high-skilled workers who are loyal and connected with the employer. This in turn allows us to better serve customers and further increase the company's position [1,2,5].

The article presents results of the BOST research, whose main objective is to evaluate the company and its resources for the application of modern principles of production management in the context of the Toyota achievements [1].

Analyzed enterprise conduct production and selling of furniture on the area of Visegrad market (Poland, Slovak, Hungary and Czech Republic). The majority of production workers in analyzed company men constitute (95%) in the age range above 33. They are mostly experiences workers with 10÷20 years or work in the woodworking industry.

Evaluation of the managers in analyzed company was made by applying of BOST research that concerning 4E+1P principles and twelve Golden Rules of Toyota. The aim of this research was identifying of leaders, who apply the Toyota philosophy and teach their workers in the aim of forcing team cooperation aimed to constant improvement of the entire company. The purpose of BOST rules is to educate employees of such attitudes, which foster the development of entrepreneurship in the company, as well as adapt to market requirements. Toyota's approach to intangible resources, such as managers and employees are mainly associated with the use of the following rules of conduct [1,2,5]:

- manager always close to workers,
- decisions are taken collectively,
- particular attention is paid to safety,

- problems are solved in the so-called *quality circles*,
- integration of employees with the company,
- creating and maintaining long-term relationship

The key to success so organized production systems are the philosophy and values that translate into attitudes of managers and employees. Applying different rules for superiors (managers) evaluation made by employees, it was stated that in the case of 4E + 1P principles superiors of analyzed production company received positive evaluation. More diverse is result of evaluation made with twelve golden rules applying. Content of 4E + 1P principles are presented in table 1 and results are presented in figure 1.

Table 1. Elements of superiors evaluation according to 4E + 1P principles

Elements of 4E + 1P principles
1E – supervisor is enthusiastic throughout the day
2E – superior has the ability to stimulate others to act
3E – supervisor makes decisions quickly
4E – supervisor knows how to implement the decisions and strives to achieve the objective
1P - superior care about colleagues, who can be successful

Source: BOST method, prof. n. techn. i n. ekonom. dr hab. inż. S. Borkowski.

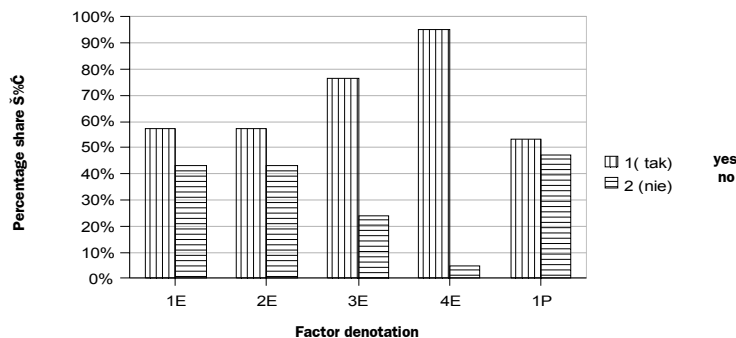


Figure 1. Superiors evaluation according to 4E + 1P principles.

Source: own study.

As it results from above data, evaluation of superiors is high, its value averaged over all items is 67.82%, which means that over two thirds of the staff very positive view of their superiors. Top rated the competency and focus on achieving the objectives (95.24%). In second place, it was stated forcefully and faster decision-making (76.19%), from which depends largely on the effectiveness and success of any business. The next place is occupied by the superiors personality traits (57.14%) indicating their activity and commitment is reflected in the ability of others to stimulate action.

Superiors evaluation was also made on the basis of twelve golden rules of Toyota (tab. 2 and fig. 2).

Table 2. Elements of superior evaluation according to twelve golden rules of Toyota

<i>Elements of twelve golden rules of Toyota</i>
KB – supervisor informed about objectives of the action
KC - supervisor informed about events in the company
KD –superior asks for crew advice
KE – superior helps in carrying out tasks
KF – superior directed his crew and requires
KG – superior allows for self improvement work
KH – superior expresses appreciation for well done job
KI – superior publicly expresses gratitude
KK – supervisor criticizes in a discreet way
KL – superior forgives and encourages the achievement of good results
KN – supervisor is open to the ideas of the crew

Source: own study.

The average value of superiors evaluation by the twelve golden rules is also high (68.25%). Results of the research says that there are the main three golden rules of Toyota: manager gives a good example (95.24%), informs about objectives of the action (80.95%), promotes the implementation of tasks (76.19%).

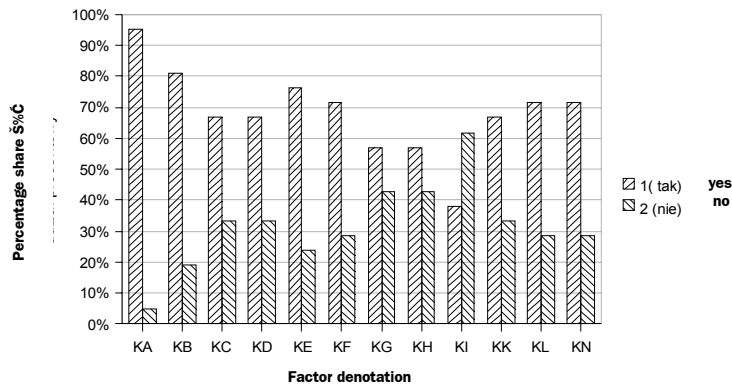


Figure 2. Superiors evaluation according to twelve golden rules of Toyota.

Source: own study.

Figure 2 shows, that for 71.43% of workers there are some rules of Toyota, that are important to their superiors: directs and requires, being open for crew ideas, forgives and encourages the achievement of good results. An analysis of research by the golden rules in general shows a good image of company managers. Almost eleven rules from twelve most important principles received a value of above 50%. It points to some crucial advantages of woodworking industry managers such as: well fulfilling their functions, enabling active participation in work quality improvement, creating conditions for the development of initiative and creativity of subordinates. They ensure a good atmosphere and accurate flow of information.

3. MANAGEMENT STYLES – RESERACH RESULTS

The main idea of managers, who provide applying of Toyota principles in the company and Toyota leadership using in problem solving, is the idea of the ninth management principle of Toyota. It presents saying: ‘grow leaders who thoroughly understand the work, live the philosophy, and teach it others’. According to this principle, fundamental task of Toyota leader is to build a learning organization, thus strengthening of particularly strong element of culture in this company. The main aim for each manager in modern enterprises is employees development in the direction of joint goals achieving and thinking like the Toyota’s way. Enterprises like these one are ‘building learning organization’ acting for real long-term successes [1,2,5].

The BOST research is a research methodology, which transform 14 principles of Toyota management into questions [1]. The research problem was presented in this questionnaire in relation to the ninth Toyota principle:

E9. Assess using scale 1 to 9, the importance, in your enterprise, of:

□ - human issues, □ - production/service issues.

1 – disinterest, 9 – high interest.

In this question, the staff expressed their views on importance and interest by the management of human affairs, and manufacturing issues. The assessment of importance of human problems and production issues in analyzed companies was determined based. Managerial grid was divided into four parts [1,2,3]:

1. Part I – low level of importance of human and production issues.
2. Part II – low level of human problems importance, high level of production issues importance.
3. Part III – high level of human problems importance, low level of production issues importance.
4. Part IV – high level of importance of human and production issues.

The diagram, which illustrates described situation, is presented in figure 3.

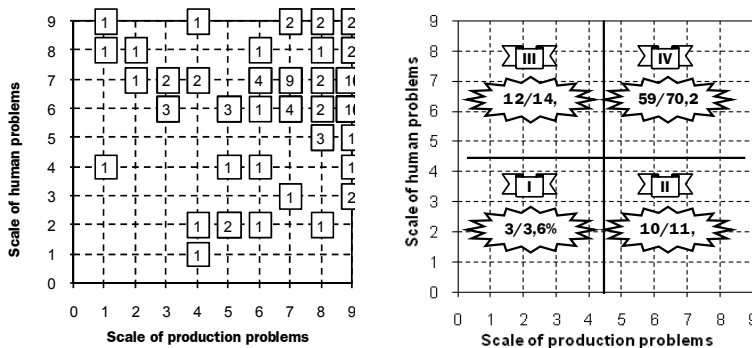


Figure 3. Managerial grid (a) and answer structure by division on four parts (b).

Source: own study.

As results from data presented on fig. 3, that workers attention is focused on production and human issues – overwhelming majority of answers (70.2%) are accumulated in part IV.

Main premise of the ninth principle of Toyota is to grow leaders instead of buying them [5]. Growing, in each situation, is implemented according to particular principles and models. In the case of Toyota, leaders are grown with consideration of the elements (fig. 4).

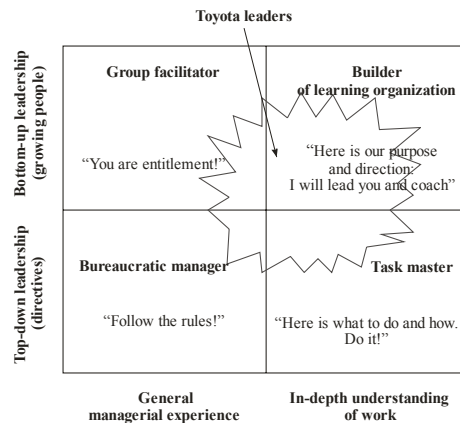


Figure 4. Toyota leadership map.

Source: Liker J.K. 2005.

Leadership map is divided into 'quarters' (marked A, B, C, D). Quarter A, „builder of learning organization”, is based on the thesis „Here is our purpose and direction: I will lead you and coach”. In quarter B, „task master” works on the basis of the principle: „Here is what to do and how. Do it!”. Quarter C relates to „bureaucratic manager” whose activities are based on the thesis: „Follow the rules!”. „Group facilitator”, corresponding to the range of the quarter D, with their motto „You are entitlement” [1].

Results gathered in the analyzed company show the majority of managers conducting this company, is like “builder of learning organization” - takes care about so results of enterprises (in production and sale) as human affair.

4. SUMMARY

Obtained research results show, that employees expect several skills that should be advantages of their leaders in the production such as: leadership skills, integrity and reliability, planning and organization of work, appropriate ethical behavior.

Visualization of the results in diagrams in the form of managerial grids and then division of it into parts (3 and 4) allowed for unequivocal determination of importance of the researched problem. It is also allows to conclude that investigated enterprises put great emphasis on realization of production/service issues, however, human problems are also of high priority.

5. REFERENCES

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