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**An Analytical Examination of
Organisational
Culture and Its Impact on Structure,
Decision-Making, Adaptation, and
Organisational Performance:**

**A Case Study of Toyota Motor
Corporation**

Course/Programme: BA (Hons) Leadership and
Management Skills for the Workplace

Assignment Title: Organisational Culture: Individual Report

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Table of Content

I.Introduction.....	2
II. Organisational Culture of Toyota.....	3
III. How organisational culture shapes Toyota's structure and decision-making	6
IV. Relevant Frameworks, Models and Theories Applied to Toyota Motor Corporation	8
V. Organisational culture and adaptation to the external environment of Toyota	10
VI. Organisational culture and effective functioning of Toyota	11
VII.Evaluation of the impact of organisational culture on organisational performance of Toyota	12
VIII. Theory-Informed Strategic Recommendation.....	13
IX.Conclusion.....	14
References	16

I. Introduction

In modern organisations, culture serves as a significant force that influences employee conduct, management strategies, decision-making frameworks, and overall organisational efficiency. Mullins and Christy (2016) contend that organisational culture shapes "how things are done around here" by creating collective values, beliefs, and assumptions that guide organisational actions.

Kotter and Heskett (1992) contend that organisational culture may profoundly influence long-term performance when cultural values align with strategic goals, foster employee dedication, and facilitate successful responses to environmental changes.

As entities function in ever more intricate and globalised settings, cultivating a robust but flexible culture has become crucial for attaining enduring competitive superiority. Toyota Motor Corporation exemplifies the profound impact of organisational culture on commercial performance.

The Toyota Way, founded on the fundamental tenets of continual improvement (Kaizen) and reverence for individuals, has fostered a culture at Toyota that champions quality, innovation, and operational superiority. This analysis rigorously evaluates the impact of Toyota's corporate culture on its framework, decision-making processes, environmental responsiveness, and overall performance. It utilises Schein's Model of Organisational Culture, Hofstede's Cultural Dimensions, and Handy's Cultural Types to assess Toyota's dominant culture and its impact on organisational efficacy.

II. Organisational Culture of Toyota

Organisational culture embodies the collective values, beliefs, assumptions, and behaviours that influence employee cognition, interaction, and performance inside an organisation. It offers a causal mechanism of regulation that shapes workers' perspectives and directs decision-making outside of official regulations and protocols (Mullins & Christy, 2016). Schein and Schein (2021) contend that organisational culture evolves gradually via collective learning and gets ingrained in organisational procedures, making it a crucial factor in organisational efficacy. For multinational entities like Toyota Motor Corporation, a robust organisational culture is crucial as it fosters uniformity across international activities while bolstering long-term strategic goals.



Fig.1: Core Elements of Toyota's Organisational Culture and their Contribution to Organisational Success.

Source: Adapted from Liker, J.K.(2021)*The Toyota Way: 14 Management Principles from the World's Greatest Manufacturer* (2nd ed.)

Toyota's corporate culture is based on *The Toyota Way*, which is underpinned by two core tenets: **continual improvement (Kaizen)** and **respect for individuals (Liker, 2021)**. Instead of seeing enhancement as a single endeavour, Toyota integrates ongoing improvement into daily operations, motivating personnel across all tiers to recognise issues, eradicate waste (Muda), and execute effective solutions. This mindset fosters a proactive educational atmosphere where errors are seen as chances for growth instead of setbacks. Consequently, personnel transform into proactive participants in organisational advancement, bolstering a culture of innovation, responsibility, and operational superiority.

The tenet of valuing individuals enhances Toyota's idea of ongoing improvement by acknowledging workers as the organisation's paramount asset. Toyota allocates substantial resources to employee education, collaboration, and leadership enhancement, enabling personnel to engage in problem-solving and ongoing improvement initiatives. Liker (2021) asserts that employee engagement is fundamental to the Toyota Production System, since enduring operational excellence can only be realised when individuals have the expertise, assurance, and autonomy to enhance work processes. This cooperative environment bolsters communication, fosters trust between supervisors and staff, and promotes the exchange of information between divisions and global branches.

A further distinguishing trait of Toyota's ethos is its dedication to **long-term contemplation**. In contrast to entities that emphasise immediate financial results, Toyota places a premium on sustainable development, customer contentment, product excellence, and ongoing skill enhancement. This enduring perspective has allowed the firm to establish one of the most formidable worldwide reputations in the automotive sector, with quality and dependability emerging as key elements of its competitive edge. Moreover, Toyota's Lean Production System bolsters cultural principles by embedding efficiency, waste minimisation, standardisation, and perpetual learning into routine organisational practices.

Notwithstanding these advantages, Toyota's organisational culture has several shortcomings. Its pronounced focus on consensus, standardised procedures, and gradual enhancement may diminish organisational agility when swift strategic choices are necessary. For instance, although Toyota was a forerunner in hybrid car innovation, detractors contend that its conservative stance on battery electric vehicles initially hindered its ability to adapt to swiftly evolving market needs and heightened rivalry from companies like Tesla. This illustrates that while a robust organisational culture offers stability and uniformity, it may also foster resistance to disruptive innovation if organisations become too devoted to traditional methods.

Toyota's organisational culture serves as a crucial strategic advantage that has played a pivotal role in the company's worldwide achievements. Through the incorporation of continuous improvement, employee autonomy, regard for individuals, and strategic foresight into its everyday practices, Toyota has built a culture that fosters operational superiority, organisational education, and an enduring competitive edge. Nonetheless, sustaining this advantage requires a careful equilibrium between upholding fundamental cultural principles and the adaptability required to successfully address new technical and business obstacles.

III. How organisational culture shapes Toyota's structure and decision-making

Toyota's corporate culture significantly impacts its organisational framework and decision-making procedures. Mullins and Christy (2016) assert that organisational culture dictates "how things are done around here" by influencing communication, authority, leadership, and employee conduct. At Toyota, the tenets of The Toyota Way—continuous improvement (Kaizen) and reverence for individuals—are ingrained in the organisational framework, fostering a cooperative and educational environment that promotes operational superiority and sustained competitiveness.

Toyota's organisational framework embodies its cultural dedication to collaboration, employee autonomy, and perpetual education. Despite the company's adherence to a formal hierarchical framework owing to its worldwide reach, decision-making power is distributed to empower workers across all organisational tiers to recognise issues and suggest improvements (Liker, 2021). This method embodies participatory leadership tenets, whereby leaders promote employee engagement, collaborative decision-making, and joint problem-solving to enhance organisational efficiency (Yukl, 2013).

This method contrasts with conventional top-down management frameworks since it recognises frontline people as significant contributors to organisational achievement. Staff members are urged to engage in quality circles, interdisciplinary teams, and problem-solving initiatives, fostering a culture where the accountability for ongoing improvement is distributed across the organisation instead of being entirely held by upper management.

A notable aspect of Toyota's decision-making methodology is the Japanese principle of Nemawashi, which entails informal discussions and consensus formation before official decisions. Instead of enforcing choices from upper management, Toyota promotes the collection of insights from workers and stakeholders to guarantee the inclusion of diverse viewpoints (Schein & Schein, 2021). This collaborative methodology fosters trust, collaboration, and employee dedication since people are more inclined to endorse choices they have contributed to. Moreover, consensus-driven decision-making reduces opposition to adoption and enhances decision quality by integrating the practical insights of personnel engaged in production activities.

JAPANESE PRINCIPLES: NEMAWASHI AT TOYOTA

Consensus Before Decision • People-Centered • Continuous Improvement

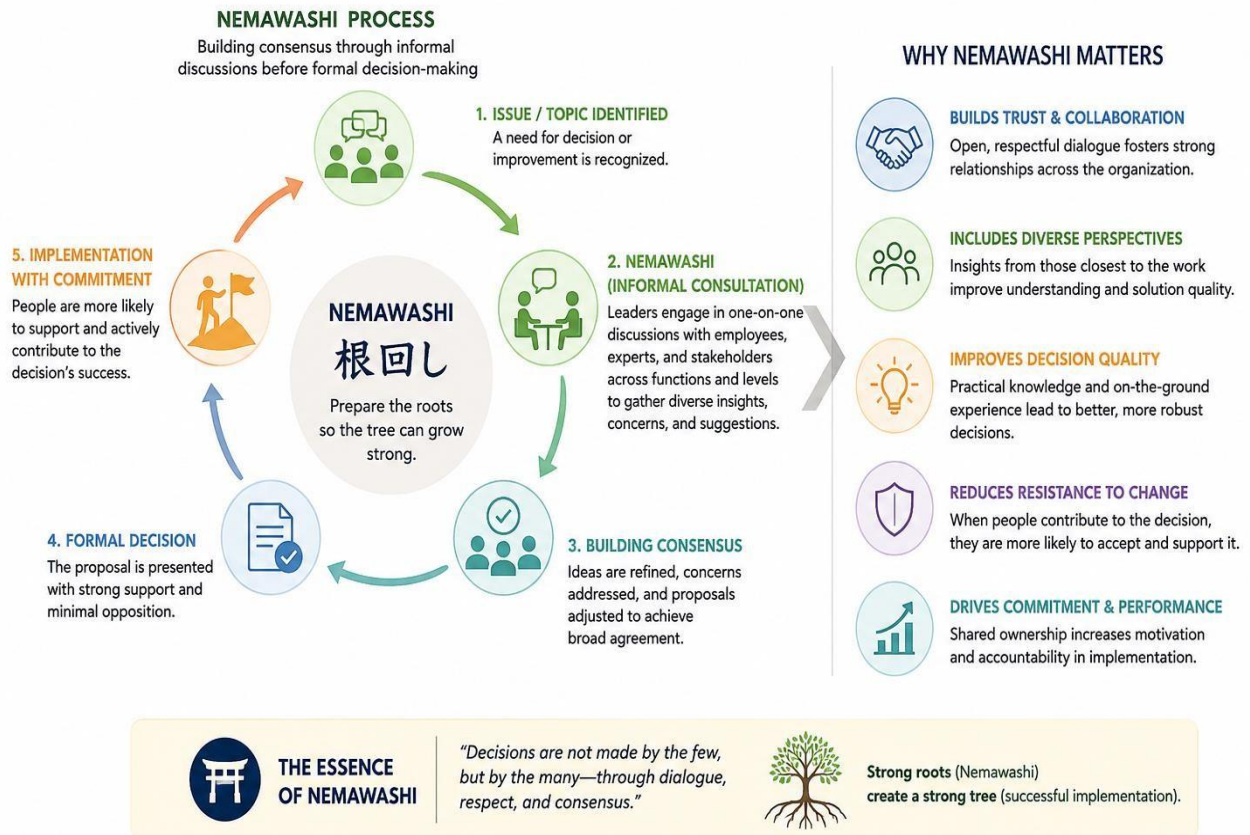


Fig.2: Nema washi: Japanese Consensus-Based Decision-Making Process at Toyota

Source: Adapted by the author based on Schein, E. H., & Schein, P. A.

(2021). *Humble Leadership: The Power of Relationships, Openness, and Trust*.

Berrett-Koehler Publishers.

Toyota's corporate culture further promotes systematic problem-solving via the implementation of the Toyota Production System (TPS). Personnel are instructed to discern the fundamental origins of difficulties using methodologies like the "Five Whys" and are urged to halt production upon the emergence of quality concerns to avert faults from reaching consumers (Liker, 2021). This illustrates that decision-making is influenced not just by productivity goals but also by a collective dedication to quality, education, and ongoing improvement. Thus, organisational culture serves as an implicit regulatory framework that directs employee conduct without depending only on official regulations or administrative oversight.

Nonetheless, Toyota's culture, which emphasises agreement, has its drawbacks. While collaborative decision-making boosts employee involvement and elevates decision quality, it may be a lengthy process and potentially diminish organisational agility in swiftly changing markets. Academics contend that Toyota's inclination towards gradual enhancement and consensus-building resulted in a delayed reaction to the fast growth of the battery electric car sector in contrast to more nimble rivals (Liker, 2021). Nonetheless, Toyota has progressively modified its decision-making frameworks by allocating resources to electrification, digital innovations, and strategic alliances while maintaining its fundamental cultural principles.

Toyota's organisational culture significantly influences its framework and decision-making processes by fostering cooperation, empowering employees, encouraging continuous learning, and emphasising long-term perspectives.

Although this culture may sometimes hinder strategic reactions, it continues to be a vital contributor to organisational efficacy, fostering innovation, product excellence, and enduring competitive advantage in the global automobile sector.

IV. Relevant Frameworks, Models and Theories Applied to Toyota Motor Corporation

To comprehend Toyota's organisational culture, it is beneficial to use recognised theories of organisational culture. Prominent frameworks include **Schein's**

Three Levels of Organisational Culture and Hofstede's Cultural

Dimensions Theory. Collectively, these frameworks elucidate the integration of Toyota's culture inside the organisation and the impact of Japanese cultural values on its management methodologies and organisational achievements.

Schein's Three Levels of Organisational Culture offers an extensive framework for examining Toyota's organisational culture (Schein & Schein, 2021). The first level, **artefacts**, pertains to the observable elements of an organisation's culture. At Toyota, they encompass standardised operational protocols, staff attire, visible management displays, quality circles, and ongoing enhancement assemblies. These artefacts demonstrate Toyota's dedication to quality, collaboration, and operational superiority.

The second level, **espoused values**, encompasses the tenets that direct organisational conduct. Toyota's fundamental principles are ingrained in The Toyota Way, which highlights ongoing improvement (Kaizen), regard for individuals, collaboration, customer orientation, and strategic foresight (Liker, 2021). These principles affect workers' everyday tasks and promote cooperative problem-solving throughout the organisation.

The third level, **basic underlying assumptions**, signifies the deeply entrenched convictions that subconsciously influence behaviour. At Toyota, there is a collective conviction among workers that enhancement is a shared duty, quality must always be maintained, and enduring organisational success is attained via perpetual learning rather than immediate cash rewards. Schein's framework adeptly illustrates that Toyota's corporate culture transcends observable actions and is profoundly ingrained in the attitudes and behaviours of its workers. Nevertheless, the model assigns little significance to the impact of national culture, which is especially crucial for comprehending Japanese organisations.



Fig.3.: Schein's Three Levels of Organisational Culture Applied to Toyota Motor Corporation

Source: Adapted from Schein, E. H., & Schein (2021) *Organisational Culture and Leadership* (6th ed.) Wiley

Hofstede's Cultural Dimensions Theory enhances Schein's framework by elucidating the influence of Japanese national culture on Toyota's management principles (Hofstede et al., 2010).

Toyota has a robust long-term perspective, prioritising sustainable development, ongoing enhancement, and customer contentment above short-term financial results. The organisation embodies collectivism by promoting collaboration, information exchange, and consensus-driven decision-making using the method of *Nemawashi*. Moreover, Japan's considerable uncertainty

avoidance is reflected in Toyota's focus on standardised protocols, quality assurance, and risk mitigation within the Toyota Production System.

These cultural traits have played a crucial role in establishing Toyota's reputation for dependability and operational superiority. Nonetheless, Hofstede's model has constraints since it presupposes a reasonably homogeneous national culture and fails to adequately account for cultural variances across Toyota's global subsidiaries. Consequently, while Hofstede's theory offers significant insights into Toyota's cultural underpinnings, it ought to be used in conjunction with organisational culture frameworks like Schein's for a more whole comprehension.

Schein's and Hofstede's models illustrate that Toyota's corporate culture is influenced by both ingrained organisational principles and Japanese cultural heritage. Collectively, these ideas elucidate how Toyota has developed a robust culture that fosters employee dedication, ongoing improvement, and sustained competitive edge in the worldwide automotive sector.

V. Organisational culture and adaptation to the external environment of Toyota

Organisational culture significantly impacts a company's operations, employee management, and adaptability to external changes. Toyota's organisational culture is a key contributor to its worldwide success and competitive edge. The foundation of the company's culture lies in the Toyota Way, emphasising two fundamental principles: continuous improvement (Kaizen) and respect for individuals (Liker, 2004).

The Kaizen philosophy motivates Toyota personnel to continuously recognise issues and improve everyday processes. Toyota posits that little and steady enhancements may provide substantial long-term advantages in efficiency, quality, and output. This culture promotes involvement in problem-solving and creativity among workers at every tier. Consequently, Toyota has cultivated a robust learning atmosphere in which enhancement is a collective obligation rather than only a managerial task (Liker & Hoseus, 2008).

A significant element of Toyota's corporate culture is the reverence for individuals. Toyota acknowledges its workforce as essential assets and fosters collaboration, dialogue, and employee engagement. The organisation promotes employee engagement in idea-sharing and participation in decision-making. This method enhances employee engagement and fosters the acquisition of skills essential for corporate success (Liker & Hoseus, 2008).

Toyota's ethos is exemplified by the Toyota Production System (TPS), which prioritises efficiency, quality assurance, and minimisation of waste. TPS is founded on principles like Just-in-Time (JIT) manufacturing and Jidoka

(integrating quality into the production process). These techniques enable Toyota to minimise waste, enhance efficiency, and maintain superior quality standards, establishing the corporation as a model in international production (Ohno, 1988).

Toyota's capacity to adjust to external conditions has significantly aided its enduring success. The automobile sector is ever evolving as a result of technology advancements, ecological issues, consumer demands, and international rivalry. Toyota has addressed these obstacles by allocating resources to sustainable technology and innovation.

A prominent illustration of Toyota's ecological adjustment is the creation of hybrid automobiles. The increasing need to lower carbon emissions and adhere to environmental rules prompted Toyota to develop more sustainable transportation alternatives. The launch of the Prius hybrid car showcased Toyota's capacity to adapt to ecological shifts and evolving consumer demands (Sperling & Gordon, 2009). The firm persists in advancing hybrid, electric, and hydrogen-fuelled automobiles to facilitate future transportation.

Toyota has also adjusted to globalization by broadening its production facilities and activities in several areas. This enables the organization to comprehend regional marketplaces, enhance supply chain efficacy, and react adeptly to consumer demands (Fujimoto, 1999).

Toyota's corporate culture provides a robust basis for responding to external obstacles. The integration of ongoing enhancement, employee respect, innovation, and adaptability allows Toyota to sustain its competitiveness in the worldwide automotive sector. Its capacity to align internal cultural principles with external environmental requirements has been crucial to its ongoing success.

VI. Organisational culture and effective functioning of

Toyota

Organisational culture is a vital factor that influences a company's operational efficiency, goal attainment, and sustained competitive advantage. Toyota's organisational culture has emerged as a crucial element of its corporate success, as it fosters operational efficiency, enhances employee performance, drives innovation, and ensures quality management. Toyota's ethos is primarily shaped by the tenets of the Toyota Way, which integrates continual improvement (Kaizen) and reverence for individuals as the cornerstone of efficient organisational operation (Liker, 2004).

The concept of continuous improvement (Kaizen) allows Toyota to cultivate a setting in which workers are engaged in refining organisational procedures. Toyota prioritises incremental advancements over only depending on significant inventions to boost production and minimise inefficiencies. Staff members are urged to recognise issues, examine their origins, and formulate

resolutions. This problem-solving culture enhances operational efficiency as personnel across all tiers share their expertise and experiences for organisational advancement (Liker & Hoseus, 2008).

A significant element that enhances Toyota's operational efficiency is its focus on valuing individuals. Toyota regards its personnel as invaluable assets rather than just individuals who fulfil designated responsibilities. The organisation allocates resources towards employee development, collaboration, and effective communication to cultivate a driven and proficient staff. Through fostering employee engagement and collective accountability, Toyota cultivates an environment where personnel are dedicated to fulfilling corporate objectives (Liker, 2004). This method enhances collaboration among staff and supervisors and facilitates superior decision-making throughout the company.

Toyota's corporate culture is exemplified in the Toyota Production System (TPS), which offers a systematic methodology for attaining efficiency and upholding quality. By using methodologies like Just-in-Time (JIT) production and Jidoka (halting production upon encountering issues), Toyota effectively reduces waste and averts mistakes in the manufacturing process. These cultural and operational methodologies enable Toyota to manufacture dependable automobiles while ensuring cost-effectiveness and consumer contentment (Ohno, 1988).

Moreover, Toyota's ethos fosters creativity and flexibility, which are crucial for successful operation in a competitive international landscape. The organisation's emphasis on education and enhancement allows it to adapt to technical advancements, market requirements, and ecological obstacles. Toyota's advancement in hybrid car technology exemplifies how corporate culture fosters innovation and bolsters sustained strategic success (Fujimoto, 1999).

Toyota's corporate culture significantly contributes to its operational efficacy. The amalgamation of ongoing improvement, employee respect, collaborative efforts, and quality-centric methodologies creates a robust organisational framework. This culture enables Toyota to maintain superior operating standards, foster innovation, and sustain competitiveness in the worldwide automotive sector.

VII. Evaluation of the impact of organisational culture on organisational performance of Toyota

Organisational culture is a critical determinant of Toyota's operational efficacy. A robust culture equips personnel with collective ideals, explicit expectations, and unified methods for attaining organisational goals. Toyota's corporate culture, epitomised by the Toyota Way, has played a crucial role in the firm's success by enhancing operational efficiency, fostering innovation, bolstering employee dedication, and establishing a lasting competitive edge (Liker, 2004).

A significant influence of Toyota's culture is its role in enhancing operational efficiency and productivity. The concept of continuous improvement (Kaizen) motivates staff to perpetually

recognise inefficiencies and formulate remedies. This cultural approach enables Toyota to enhance manufacturing procedures, minimise waste, and boost efficiency progressively. In contrast to firms that mostly rely on management for enhancement, Toyota establishes a framework that encourages employee involvement in performance advancement at every tier. This engagement enhances organisational learning and aids Toyota in sustaining uniform production efficacy (Liker & Hoseus, 2008).

Toyota's organisational culture significantly impacts employee productivity and involvement. The tenet of valuing individuals fosters a working atmosphere rooted in trust, collaboration, and professional growth. By engaging workers in resolving issues and making decisions, Toyota enhances motivation and fosters a feeling of responsibility for corporate objectives. This connection between corporate culture and employee dedication enhances collaboration, mitigates operational issues, and fosters elevated performance levels (Liker & Hoseus, 2008).

A further notable effect of Toyota's culture is its influence on quality management and customer contentment. The Toyota Production System (TPS) embodies the organisation's cultural dedication to manufacturing dependable and superior goods. Methods like Just-in-Time (JIT) manufacturing and Jidoka allow Toyota to minimise superfluous tasks, swiftly detect flaws, and maintain uniform product quality (Ohno, 1988). Consequently, Toyota has cultivated robust consumer confidence and an international standing for automotive dependability.

Nonetheless, Toyota's corporate culture also poses some potential difficulties. A robust culture grounded in established procedures and ongoing enhancement may sometimes foster opposition to rapid change. In the swiftly evolving automotive sector, Toyota must guarantee that its conventional principles do not stifle innovation or hinder adaptability to transformative shifts, including the move towards electric cars and digital mobility alternatives. Consequently, preserving adaptability while safeguarding fundamental cultural values is crucial for future prosperity (Fujimoto, 1999).

In general, Toyota's corporate culture has significantly enhanced organisational performance. Toyota's emphasis on enhancement, employee engagement, quality, and education has facilitated its attainment of sustained competitiveness. Despite the company's encounters with evolving market dynamics, its capacity to modify its culture while upholding its core principles will be crucial for ensuring future success.

VIII. Theory-Informed Strategic Recommendations

To address the tension within Toyota Motor Corporation's operational heritage and the imperative for rapid innovation in the Electric Vehicle (EV) market, three evidence-based recommendations are proposed:

TOYOTA STRATEGIC REALIGNMENT	
EXCELLENCE (traditional)	INNOVATION (Agile)
* TPS & Kaizen	* Ambidextrous EV Unit (Task Culture)
* Role Culture	* Nemawashi 2.0 (Fast-Track)
* Type 1 Decisions (Consensus)	* Psychological Safety & Kaikaku

Theoretical Grounding: Ambidextrous Organisation Framework (Tushman & O'Reilly, 1996) and Cultural Types Model (Handy, 1993).

1. Establish an Ambidextrous Organisational Structure

- **Application:** Toyota's dominant **Role Culture** ensures exceptional manufacturing efficiency and quality control through the Toyota Production System (TPS). However, this structure creates bureaucratic delays when adapting to radical technological shifts. Toyota should maintain its Role Culture in core manufacturing while establishing an autonomous innovation unit (expanding on *Woven Planet*) governed by a **Task Culture**. This unit should operate with independent authority to develop software-defined vehicles and battery technologies, bypassing conventional corporate red tape to enhance market agility.

2. Implement a Two-Speed Decision-Making Process (*Nemawashi 2.0*)

- **Theoretical Grounding:** Organizational Culture Framework (Schein, 2010) and Dynamic Capabilities (Eisenhardt & Martin, 2000).
- **Application:** Traditional consensus-building (*Nemawashi*) secures alignment but hinders speed. Toyota must categorize strategic decisions into two distinct speeds:
 1. **Type 1 (Irreversible Decisions):** Retain full *Nemawashi* consensus for critical infrastructure and safety parameters.
 2. **Type 2 (Reversible Decisions):** Implement a fast-track process delegating authority directly to agile project teams for digital features and EV prototype iterations.

This approach shifts underlying cultural assumptions from zero-error perfectionism to rapid experimentation and organizational learning.

3. Cultivate Psychological Safety to Balance *Kaikaku* with *Kaizen*

- **Theoretical Grounding:** Psychological Safety Model (Edmondson, 1999) and Cultural Dimensions (Hofstede, 2011).

- **Application:** High Power Distance and Uncertainty Avoidance in traditional Japanese management can suppress disruptive ideas. Alongside incremental line improvements (*Kaizen*), leadership must systematically incentivize radical transformation (*Kaikaku*). Toyota should establish cross-functional innovation hubs where employees feel empowered to challenge legacy strategies and propose alternative EV solutions without risk to their professional standing.

Recommendation Implementation Summary

Strategic Action	Theoretical Model	Target Cultural Barrier	Expected Outcome
Ambidextrous Unit	Handy (Task vs. Role)	Over-centralized Role Culture	Accelerated EV innovation
Nemawashi 2.0	Schein / Dynamic Capabilities	Consensus-induced delays	Enhanced strategic agility
Kaikaku Incentives	Edmondson / Hofstede	Risk aversion & Power Distance	Breakthrough product design

IX. Conclusion

In summary, Toyota Motor Corporation exemplifies how a robust and cultivated organisational culture may profoundly impact organisational structure, decision-making, adaptability, and overall efficacy. The Toyota Way, founded on the principles of continuous improvement (*Kaizen*) and reverence for individuals, has fostered a culture that promotes employee engagement, operational efficacy, innovation, and superior quality benchmarks. Toyota's ethos has facilitated the establishment of a robust framework, educated decision-making, and adept adaptation to technological advancements, consumer demands, and international market dynamics. While a robust culture might pose difficulties in swiftly adapting to disruptive developments, Toyota's capacity to harmonise tradition with innovation has preserved its competitive edge. Toyota's organisational culture is a vital element contributing to its sustained success and exemplifies how culture can influence and enhance organisational efficacy.

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