

The Toyota Way To Lean Leadership Achieving And Sustaining Excellence Through Leadership Development

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Leadership
Achieving
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Sustaining
Excellence
Through
Leadership
Development*

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A MYRIAD OF LITERARY WORKS AT YOUR FINGERTIPS

Toyota Talent McGraw Hill Professional

The ability to bring new and innovative products to market rapidly is the prime critical competence for any successful consumer-driven company. All industries, especially automotive, are slashing product development lead times in the current hyper-competitive marketplace. This book is the first to thoroughly examine and analyze the truly effective product development methodology that has made Toyota the most forward-thinking

company in the automotive industry. Winner of the 2007 Shingo Prize For Excellence In Manufacturing Research! In *The Toyota Product Development System: Integrating People, Process, and Technology*, James Morgan and Jeffrey Liker compare and contrast the world-class product development process of Toyota with that of a U.S. competitor. They use extensive examples from Toyota and the U.S. competitor to demonstrate value stream mapping as an extraordinarily powerful tool for continuous improvement. Through examples and case studies, this book illustrates specific

techniques and proven practices for dealing with challenges associated with product development, such as synchronizing multiple disciplines, multiple function workload leveling, compound process variation, effective technology integration, and knowledge management. Readers of this book can focus on optimizing the entire product development value stream rather than focus on a specific tool or technology for local improvements.

The Lean Turnaround:
How Business Leaders
Use Lean Principles to
Create Value and
Transform Their
Company McGraw Hill
Professional

Winner of the Shingo
Prize for Research and
Professional

Publication, 2009 The international bestseller The Toyota Way explained the company's success by introducing a revolutionary 4P model for organizational excellence-Philosophy, People, Process, and Problem Solving. Now, in Toyota Culture, preeminent Toyota authorities Jeffrey Liker and Michael Hoseus reveal how Toyota selects, develops, and motivates its people to become committed to building high-quality products-and how you can do the same for your company. Toyota Culture examines the "human systems" that Toyota has put in place to instill its founding principles of trust, mutual prosperity, and excellence in its plants, dealerships, and offices around the world.

Beginning with a look at the evolution of the Toyota culture and why its people are the heart and soul of the Toyota Way, the authors explain the company's four-stage process for building and keeping quality people: Attract, Develop, Engage, and Inspire. Drawing upon numerous examples from Liker's decades of research as well as Hoseus' insider access as a Toyota manager, *Toyota Culture* gives you the tools you need to: Find competent, able, and willing employees Start training and socializing your people as you hire them Establish and communicate key business performance indicators at every level of your organization Train your people to solve problems and

continuously improve processes in their daily work Develop leaders who live and teach your company's philosophy Reward top performance-and offer help to those who are struggling Fascinating vignettes of Toyota's innovative culture highlight the nuances of translating and recreating a people-centric culture in factories and offices across the globe. These exclusive, behind-the-scenes details are just what your company needs to successfully learn from *The Toyota Culture*.

A Graphic Novel about Lean and People at Zingerman's Mail Order Pearson Education India

When James Womack, Daniel Jones, and Daniel Roos wrote *THE*

MACHINE THAT CHANGED THE WORLD in 1990, Japanese automakers, and Toyota in particular, were making a strong showing by applying the principles of lean production. However, the full power of lean principles was unproven, and they had not been applied outside of the auto industry. Today, the power of lean production has been conclusively proved by Toyota's unparalleled success, and the concepts have been widely applied in many industries. Based on MIT's pioneering global study of industrial competition, THE MACHINE THAT CHANGED THE WORLD offers a groundbreaking analysis of the entire lean business system,

including product development, supplier management, sales, service, and production - an analysis even more relevant today as GM and Ford struggle to survive and a wide range of British and American companies embrace lean production. A new Foreword by the authors brings the story up to date and details how their predictions were right. As a result, this reissue of a classic is as insightful and instructive today as when it was first published.

*Taiichi Ohno's
Workplace
Management : Special
100th Birthday Edition*
Simon and Schuster

How to speed up business processes, improve quality, and cut costs in any

industry In factories around the world, Toyota consistently makes the highest-quality cars with the fewest defects of any competing manufacturer, while using fewer man-hours, less on-hand inventory, and half the floor space of its competitors. The Toyota Way is the first book for a general audience that explains the management principles and business philosophy behind Toyota's worldwide reputation for quality and reliability. Complete with profiles of organizations that have successfully adopted Toyota's principles, this book shows managers in every industry how to improve business processes by: Eliminating wasted time and resources

Building quality into workplace systems
 Finding low-cost but reliable alternatives to expensive new technology
 Producing in small quantities
 Turning every employee into a qualitycontrol inspector

Fundamentals of Production Planning and Control
 McGraw Hill Professional

"Mike Woods urges his retired father into helping out a friend's failing company. But for Bob Woods, another struggle to introduce lean manufacturing quickly rehashes production battles that he's long since fought. And not even the senior Woods, son Mike, or friend Phil and his colleagues really grasp what's in store for them."--Cover.

Special 100th Birthday

Edition McGraw Hill Professional

In this book, author Sadao Nomura taps into his decades of experience leading and advising Toyota operations in a wide variety of operations to tell the story of radical improvement at Toyota Logistics & Forklift (TL&F). This book tells in great detail what the author did with TL&F, how they did it, and the dramatic results that ensued. TL&F has long been a global leader in its industry. TL&F is part of Toyota Industries Corporation, which was founded by Toyota Group founder Sakichi Toyoda almost 100 years ago. Sakichi Toyoda is legendary in the Lean community as the originator of the all-important "JIDOKA" pillar of TPS, which ensures 1) built-in

quality and 2) respect for people through ensuring that technology works for people rather than the other way around. Although TL&F seemed to be performing well, insiders knew that, as the founding company of the Toyota group, it needed to do better, especially in the quality performance of its global subsidiary operations. But improvement would not be easy in a company that already prided itself in its history as an exemplar in providing highest quality products and services. In 2006, TL&F requested assistance from Sadao Nomura. The initial request was for Mr. Nomura to support quality improvement in three global operations that had become part of

TL&F through acquisition: US, Sweden, and France. Improvement was expected at these affiliates, but the dramatic nature of the improvement was not. Further, the improvement activities were so powerful that they were also instituted at the parent operations in Japan. Over a period of almost ten years, the company with the name most associated with product quality experienced quality improvement unparalleled in its history. "Dantotsu" means "extreme," "radical," or "unparalleled."

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Lean in a High-Variability Business

The Toyota Way to Lean Leadership: Achieving and Sustaining Excellence Through Leadership

Development

The Toyota Way to Lean Leadership: Achieving and Sustaining Excellence Through Leadership Development McGraw Hill Professional

The Ten Commandments of Taiichi Ohno McGraw Hill Professional

Examines Japan's innovative, highly successful production methods

A Novel of Lean Turnaround Lean Enterprise Institute

Written by a recognized leader in the manufacturing industry with nearly two decades of experience working for Toyota, this book supplies a firsthand account of the realities behind implementing the Toyota Production System (TPS). The

Toyota Kaizen Continuum: A Practical Guide to Implementing Lean presents authoritative insight on how to use the TPS to drive operational value and improvement across all segments of an organization. Highlighting valuable lessons learned directly from the TPS masters at the Toyota factories in Japan, John Stewart provides a time-tested approach for implementing a process of continuous improvement. Delving into his wide-ranging experience—that includes time as a team member on the assembly line and managing the vehicle assembly division for Toyota’s largest European operation in the United Kingdom—he explains how to get the process started, how to get senior management excited about the possibilities, and details a process for implementing the TPS in your organization. Written by an industry veteran named one of the Top 10 Automotive Executives by Automotive News in 2007 Unveils the methods used within the walls of the world’s premier manufacturing organization Illustrates valuable lessons learned with real-world examples of TPS implementations Describes five simple steps for executing change in any organization The book includes case studies that illustrate real-life successes and failures behind the walls of the world’s largest automobile manufacturing

organization. Detailing a five-step process for executing improvement initiatives, it supplies you with the tools and understanding of the core principles of the TPS needed to implement and sustain a culture of continuous improvement in your organization.

Leadersights McGraw Hill Professional

Building upon the international bestselling Toyota Way series of books by Jeffrey Liker, *The Toyota Way to Continuous Improvement* looks critically at lean deployments and identifies the root causes of why most of them fail. The book is organized into three major sections outlining: Why it is critical to go beyond

implementing lean tools and, instead, build a culture of continuous improvement that connects operational excellence to business strategy Case studies from seven unique industries written from the perspective of the sensei (teacher) who led the lean transformation Lessons about transforming your own vision of an ideal organization into reality Section One: Using the Plan-Do-Check-Adjust (PDCA) methodology, Liker and Franz contrast true PDCA thinking to that of the popular, superficial approach of copying "lean solutions." They describe the importance of developing people and show how the Toyota Way principles support

and drive continuous improvement.

Explaining how lean systems and processes start with a purpose that provides a true north direction for all activities, they wrap up this section by examining the glaring differences between building a system of people, processes, and problem-solving that is truly lean versus that of simply trying to "lean out" a process. Section Two: This section brings together seven case studies as told by the sensei who led the transformation efforts. The companies range from traditional manufacturers, overhaul and maintenance of submarines, nuclear fuel rod production, health care providers, pathology labs, and product development.

Each of these industries is different but the approaches used were remarkably similar. Section Three: Beginning with a composite story describing a company in its early days of lean implementation, this section describes what went right and wrong during the initial implementation efforts. The authors bring to light some of the difficulties the sensei faces, such as bureaucracies, closed-minded mechanical thinking, and the challenges of developing lean coaches who can facilitate real change. They address the question: Which is better, slow and deep organic deployment or fast and broad mechanistic deployment? The

answer may surprise you. The book ends with a discussion on how to make continuous improvement a way of life at your company and the role of leadership in any lean transformation. The Toyota Way to Continuous Improvement is required reading for anyone seeking to transcend his or her tools-based approach and truly embrace a culture of continuous improvement.

The Place to Teach and Learn Management
CRC Press

The Toyota Way, explain's Toyota's unique approach to Lean--the 14 management principles and philosophy that drive Toyota's quality and efficiency-obsessed culture. You'll

gain valuable insights that can be applied to any organization and any business process, whether in services or manufacturing. Professor Jeffrey Liker has been studying Toyota for twenty years, and was given unprecedented access to Toyota executives, employees and factories, both in Japan and the United States, for this landmark work. The book is full of examples of the 14 fundamental principles at work in the Toyota culture, and how these principles create a culture of continuous learning and improvement. You'll discover how the right combination of long-term philosophy, process, people, and problem solving can transform your organization into a

Lean, learning enterprise--the Toyota Way.

Welcome Problems, Find Success John Wiley & Sons

Love, learn, let go. Three decisions. Three actions. Three habits. Together, these offer leaders insight (Leadersights) into the true nature of leadership and can create the type of workplace that can thrive in a demanding future. Leadersights: Creating Great Leaders Who Create Great Workplaces focuses on how organizations of all types can create a leader-development system that defines critical leader behaviors, provides simple techniques for building and improving the skills that drive those behaviors, and establishes a

mechanism for monitoring and enforcing those behaviors. This book details how leaders can do the same for their employees; defining and promoting behaviors required for sustaining continuous change. In addition, it synthesizes current research on change, servant leadership, group and team dynamics, job satisfaction, intrinsic motivation, psychological flow, and individual self-efficacy. If you are stuck in a culture of compliance where an increasingly frustrated workforce continues to rely too much on leaders to solve problems, this book will guide you by: Focusing on the critical few leadership skills that provide better results Demonstrating

proven improvement techniques, tools, and structures for higher satisfaction levels in colleagues Offering a new leadership model blending existing theories into an integral structure Explaining complex human systems in plain language and how they align with Lean principles Providing several "Leadersights" - simple suggestions for immediate improvement You will understand how to create the structure necessary to engage leaders and colleagues while driving new behavior and culture change. The author builds an effective leader development system based on current research on change, leadership, group and team

dynamics, job satisfaction, intrinsic motivation, psychological flow, and self-efficacy to create the kind of workplace where people love coming to work and where they become better thinkers, leaders, and teachers.

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STAY GOTTEN IN TOUCH WITH NEW RELEASES

*Radical Contradictions
That Drive Success at
the World's Best
Manufacturer* McGraw
Hill Professional

In *Developing Lean Leaders at all Levels* we build on the theory in the original book, *The Toyota Way to Lean Leadership*, and answer the questions: How can I apply this in my organization? What concrete actions can I take to begin the journey of becoming a lean leader? How can I spread this learning to all parts of the organization? What critical tools are needed to turn the

theory to practice? This book adds examples from over twenty years of experience by Dr. Liker in working with companies outside of Toyota. The book treats you as a student who will be actively engaged in developing lean leader skills as you read. It acts as a tutorial for beginning the journey.

The Toyota Way to Service Excellence: Lean Transformation in Service Organizations CRC Press

The Toyota Production System model, or Lean, originated in manufacturing but has since emerged as a powerful tool for providing safe, compassionate, error-free healthcare. This book examines trailblazing work in several organizations

that committed to applying Lean principles and processes in a new environment, and it shares the insights of leaders who credit Lean with dramatically improving their operations and outcomes. This book explains what Lean is, how it works, and how it can benefit your organization. The implementation of Lean can increase patient and staff satisfaction; improve patient care; cut waste, clutter, and confusion; eliminate errors that result in patient and staff harm; lower costs; raise profitability; and enhance your operation's reputation. This new edition explores how Lean can transform healthcare at any level. Four new chapters describe the implementation of Lean in the healthcare system of Saskatchewan, Canada--a province that employs more than 40,000 healthcare workers to serve a population of 1.13 million people scattered over 251,900 square miles. The authors share numerous lessons learned from launching such a large-scale improvement effort, addressing such issues as overcoming resistance to change and engaging patients and care providers in the implementation. No organization is too big to tackle a Lean transformation: The bigger the system being improved, the larger the potential gains. In addition, a new epilogue presents

an update on previous cases and shares the perspectives of three leaders looking back on their implementations, considering long-term success, and offering their most seasoned advice. "Today, 14 years into our journey, the answer is still clear. Lean is the management system Virginia Mason needed. We're past the tipping point, and the results continue to be powerful in their positive impact for our patients and staff." -- Gary Kaplan, CEO, Virginia Mason Medical Center

The Toyota Kaizen Continuum CRC Press

In this groundbreaking sequel to *The Gold Mine*, authors Michael and Freddy Ballé present a compelling story that teaches

readers the most important lean lesson of all: how to transform themselves and their workers through the discipline of learning the lean system. *The Lean Manager: A Novel of Lean Transformation* reveals how individuals can go beyond the short-term gains from tools, and realize a deeper, sustainable path of improvement. Full of human moments that capture the excitement and drama of lean implementation, as well as clear explanations of how tools and systems go hand-in-hand, this book will teach and inspire every person working to make lean a reality in their organization today. This book will help you learn both the how of doing lean, as well as the why behind

the tools, enabling you to become lean. Lean is the most important business model for competitive success today. Yet companies still struggle to sustain enduring and deep-rooted business success from their lean implementation efforts. The most important problem for these companies is becoming lean: how can they advance beyond realizing isolated gains from deploying lean tools, to fundamentally changing how they operate, think, and learn? In other words, how can companies learn to go beyond lean turnaround to achieve lean transformation? The Lean Manager: A Novel of Lean Transformation, by lean experts Michael and Freddy Ballé, addresses this critical problem. As we move from what Jim Womack, author, lean management authority, and LEI founder, calls “the era of lean tools to the era of lean management,” The Lean Manager gives companies a definitive guide for sustaining their ability to learn and improve operations and financial performance, while continually developing people. “The only way to become and stay lean is to produce lean managers,” says Womack. “Every isolated effort will recede—or fail—unless companies learn to use the lean process as a way of developing individual problem-solvers with the ownership, initiative, and know-how to solve

problems, learn, and ultimately coach new individuals in this discipline. That's why this book matters so much." The Lean Manager, the sequel to the Ballé's international bestselling business novel The Gold Mine, tells the compelling story of plant manager Andrew Ward as he goes through the challenging but rewarding journey to becoming a lean manager. Under the guidance of Phil Jenkinson (whose own lean journey was at the core of The Gold Mine), Ward learns to use a deep understanding of lean tools, as well as a technical know-how of his plant's operations, to foster a lean attitude that sustains continuous improvement. Where

The Gold Mine shows you how to introduce a complete lean system, The Lean Manager demonstrates how to sustain it. Ward moves beyond fluency with tools to changing his behavior as a manager and leader. He shifts from giving orders and answers to asking the right questions so people identify and address problems. He learns how to use tools to unleash the creativity and motivation of people, so they learn how to solve problems as well as coach and teach others to solve problems. Ward learns how to create lean managers. "I am excited and have hopes that this book will enlighten readers about what it really means to live a business

transformation that puts customers first and does this through developing people," said Jeffrey Liker, author of *The Toyota Way* and professor of Industrial and Operations Engineering at the University of Michigan. "People who do the work have to improve the work. There are tools, but they are not tools for 'improving the process.' They are tools for making problems visible and for helping people think about how to solve those problems."

The Toyota Way to Lean Leadership: Achieving and Sustaining Excellence Through Leadership Development Lean Enterprise Institute
Among company cultures, Toyota's is legendary. The

company is known for training highly effective leaders who are able to quickly solve problems while still following the corporation's guiding principles... Purchase this in-depth summary to learn more.

Creating Great Leaders Who Create Great Workplaces

Tata McGraw-Hill Education

From the bestselling author of "The Toyota Way," the missing link to sustainable lean success a four-step leadership model that aligns company culture with lean processes

A Story of Innovative Lean Process Development O'Reilly Media

Toyota doesn't just produce cars; it produces talented people. In the

international
bestseller, The Toyota
Way, Jeffrey Liker
explained Toyota's
remarkable success
through a 4P model for
excellence-Philosophy,
People, Problem
Solving, and Process.
Liker, with coauthor
David Meier, provided
deeper insight into the
practical application of
the principles in The
Toyota Way Fieldbook.
Now, these authorities
on Toyota reveal how
you can develop
talented people and
achieve incredible
results in your
company. Toyota
Talent walks you
through the rigorous
methodology used by
this global powerhouse
to grow high-
performing individuals
from within. Beginning
with a review of
Toyota's landmark
approach to developing

people, the authors
illustrate the critical
importance of creating
a learning and
teaching culture in
your organization. They
provide specific
examples necessary to
train employees in all
areas-from the shop
floor to engineering to
staff members in
service organizations-
and show you how to
support and encourage
every individual to
reach his or her top
potential. Toyota
Talent provides you
with the inside
knowledge you need to
Identify your
development needs
and create a training
plan Understand the
various types of work
and how to break
complicated jobs into
teachable skills Set
behavioral
expectations by
properly preparing

your workplace
 Recognize and develop
 potential trainers
 within your workforce
 Effectively educate
 nonmanufacturing
 employees and
 members of the staff
 Develop internal Lean
 Manufacturing experts
 Guiding you with
 expert tips and training
 aids, as well as real-
 world examples drawn
 from the authors' two
 decades of research
 and field work, Liker
 and Meier show you
 how to get the most
 out of people who live
 and breathe your
 company's philosophy-
 and who work together
 toward a common goal.
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**REVIEW OF THE
TOYOTA WAY
TO LEAN
LEADERSHIP
ACHIEVING AND
SUSTAINING
EXCELLENCE
THROUGH
LEADERSHIP
DEVELOPMENT**

- In the beginning I was bothered by Paolini's style and clumsy explanations, but as I got further the story grew and I paid less attention to inconsequential. I am looking forward to the next installment.

- It was a great book. He is a great author. it is amazing how he was only in high school when he wrote the book. i also loved how he described how the dragon looked and her nature.