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IMMEDIATE RELEASE

### **Lean Production Essentials Concisely Explained in *Kaizen Express***

*Kaizen Express* is a concise but precise illustrated guide to the fundamentals of the Toyota Production System (TPS) and how to implement them. It is ideal for individuals or teams starting a lean transformation or in need of a quick refresher on the fundamental concepts of lean manufacturing.

Cambridge, MA, April 3, 2009 -- What should you do first when starting to implement lean production? What comes next, then next? With the raft of information now available about lean principles, it's easy to get confused.

*Kaizen Express*, a new book from the Lean Enterprise Institute (LEI), clarifies the process using a rapid, nonstop style to explain the essential elements of the Toyota Production System (TPS) in a logical implementation sequence.

[\*Kaizen Express\*](http://www.lean.org/Bookstore/ProductDetails.cfm?SelectedProductID=255) is on sale now for \$30 in the Store section of the LEI web site at:  
<http://www.lean.org/Bookstore/ProductDetails.cfm?SelectedProductID=255>

#### **Kaizen Illustrated**

This succinct but comprehensive back-to-basics book offers lean novices and veterans alike a comprehensive primer on lean principles and implementation that returns to fundamentals and stresses the importance of learning-by-doing at the individual and team levels.

“It’s easy to forget the fundamentals while pursuing advanced methods,” writes James P. Womack, LEI founder and chairman, in the Foreword. “I constantly encounter firms focusing on high-level issues of lean management, strategy, and corporate culture that have completely ignored creating a solid foundation at the level where the real work is done.”

Originally developed as an aid for teaching the essential elements of TPS to Japanese readers and non-Japanese readers working together at Japanese factories around the world, *Kaizen Express* keeps the bilingual format. It also preserves the illustrations or charts on every page that reinforce key points.

The book also includes a glossary of TPS terms in English and Japanese and a set of standard forms used to implement TPS at production sites.

**Kaizen Express Contents:**

- TPS basics -- what is waste; what is TPS
- Just-in-Time with Flow, Pull, and Heijunka
- Jidoka and Machines
- Process Stability
- The Lean Journey
- Forms
  - Production Analysis Board
  - Process Study Sheet
  - Operator Balance Chart
  - Standardized Work 1: Process Capacity Sheet
  - Standardized Work 2: Standardized Work Combination Table
  - Standardized Work 3: Standardized Work Chart
  - Standardized Work 4: Job Instruction Sheet
  - Skills Training Matrix
- Training Materials: Three Key Changes in Thinking
  1. How Do You Make a Profit
  2. What is Your Philosophy of Efficiency
  3. Overproduction: the Worst Form of Waste
- Four Key Principles to Pursue Kaizen
  1. Focus on Stagnating Time Rather Than Processing Time
  2. Manpower: Distinguish Value-creating Work from Just Moving
  3. Machines : Do Flow and Motion Kaizen before Machine Kaizen
  4. Quality: Inspect Products One-by-One Immediately at the Source Process
- Word List and Index

**Media questions and review copies:**

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**About the Authors**

**John Shook** <http://www.lean.org/WhoWeAre/LeanPerson.cfm?LeanPersonId=4>

John Shook learned about lean while working for 10 years with Toyota, helping that company transfer its production, engineering, and management systems from Japan to its overseas

affiliates and suppliers. He is co-author of the popular *Learning to See* workbook that introduced the value-stream mapping technique. His recently published *Managing to Learn* book describes the A3 management process at the heart of lean management and lean leadership.

Shook helped translate the just-published LEI book *The Birth of Lean*, a compilation of first person accounts by Toyota executives such as Eiji Toyoda, Taiichi Ohno, and Kikuo Suzumura, whose work created the Toyota Production System, the first lean business system.

### **Toshiko Narusawa**

Toshiko Narusawa learned about the Toyota Production System (TPS) as a kaizen leader for the Japanese electronics company NEC where she worked from 1983 to 2002. After leaving NEC, she worked for the Financial Service Agency of Japan, where she and her team developed a risk-monitoring system to cope with the Japanese banking crisis, and then worked as a kaizen instructor for the Personal Education Center, a consulting firm in Japan. She has translated two books, *Learning to See* and *Creating Level Pull*, both award-winning books published by LEI, into Japanese. She also authored a popular series of articles for the Japanese periodical *Factory Management*. These articles formed the foundation for *Kaizen Express*.

### **What is Lean?** <http://www.lean.org/WhatsLean/>

The terms **lean production**, **lean manufacturing** -- or more correctly **lean management** -- refer to a complete business system for organizing and managing product development, operations, suppliers, customer relations, and the overall enterprise that requires less human effort, less space, less capital, less material, and less time to make products with fewer defects to precise customer desires, compared with traditional management.

Toyota pioneered lean management as a complete business system after World War II. During the late 1980s, a research team headed by James P. Womack, Ph.D., at MIT's International Motor Vehicle Program coined the term "lean" to describe Toyota's system.

### **About the Lean Enterprise Institute**

The Lean Enterprise Institute, Inc. was founded in 1997 by management expert [James P. Womack](#), Ph.D., as a nonprofit research, education, publishing, and conferencing company with a mission to advance lean thinking around the world. We teach courses, hold management seminars, write and publish books and workbooks, and organize public and private conferences. We use the surplus revenues from these activities to conduct research projects and to support other lean initiatives such as the Lean Education Academic Network ([www.teachinglean.org](http://www.teachinglean.org)) and the Lean Global Network ([www.leanglobal.org](http://www.leanglobal.org)). For more information visit LEI at <http://www.lean.org>. Lean Enterprise Institute and the leaper image are registered trademarks of Lean Enterprise Institute, Inc.