

TABLE OF CONTENTS

FOREWORD	xiii
INTRODUCTION	xix
PURPOSE	
Purpose, Process, People	3
Lean Consumption	8
Repurpose before You Restructure	11
PROCESS	
Taking a Value-Stream Walk at Firm A	17
Creating Basic Stability	24
The Power of a Precise Process	27
Lean Information Management	30
The Wonder of Level Pull	33
PEOPLE	
Bad People or a Bad Process?	39
Making Everyone Whole	41
Fewer Heroes, More Farmers	44
The Problem with Creative Work and Creative Management	47
Respect for People	50
MANAGEMENT	
From Lean Tools to Lean Management	57
What I've Learned about Planning and Execution	61
It Takes 2 (or More) to A3	65
The Problem of Sustainability	68

From Staffs Conducting Programs to Line Managers Solving Problems	71
The Mind of the Lean Manager	75
Homicide by Example?	78
The Work of Management	82
Modern Management vs. Lean Management	84

TRANSFORMATION

Shopping for a Sensei	93
The 'Right' Sequence for Implementing Lean	96
Substituting Money for Value-Stream Management	98
We Have Been (Lean) Thinking	100
Dueling Sensei and the Need for a Standard Operating System	105
Mura, Muri, Muda?	107
Kaizen or Rework?	110
The Worst Form of Muda	113
Constancy of Purpose	116
Becoming Horizontal in a Vertical World	121

DIFFUSION

Lean Beyond the Factory	127
Manage the Contract or Improve the Value Stream?	129
Thinking End to End	133
The Missing Link	136
Lean Thinking for Air Travel	140
Creating Lean Healthcare	143
The Tipping Point?	146
The Joy of a Greenfield	150

THE GREAT RECESSION

Mega Mura Bubble Trouble	155
A Large Enough Wave Sinks All Boats	160

MISUNDERSTANDINGS

Deconstructing the Tower of Babel	165
How Lean Compares with Six Sigma, BPR, TOC, TPM, Etc.	168
Just-in-Time, Just-in-Case, and Just-Plain-Wrong	170
Move Your Operations to China? Do Some Lean Math First	174
Gross Domestic Product vs. Gross Domestic Waste	179
Adding Cost or Creating Value?	182
Creating Value or Shifting Wealth?	184

MISADVENTURES

The Value of Mistakes [previously titled, Beach Reading]	189
Necessary but Not Sufficient	194

THE GREAT CHASE

A Tale of Two Business Systems	201
The Lean Way Forward at Ford	205
Why Toyota Won and How Toyota Can Lose	210
The End of an Era	214

HISTORY THAT'S NOT BUNK

A Lean Walk through History	221
Nice Car, Long Journey	226
Respect Science, Particularly in a Crisis	231
The End of the Beginning	234

HOPEFUL HANSEI

Thoughts on a Decade of Gemba Walks	238
-------------------------------------	-----

GEMBA WALKS IN A NEW DECADE

The Temple of Flow: 100 Years at Highland Park	245
Twenty-Five Years of 'Lean'	250
Work, Management, Leadership	256

Starting Up, Growing Up, and Starting Over	260
Management in America	265
The Great Stagnation	271
Lean Government	276
Lean Management for Healthcare	281
Move Your Operations Back from China? Consider Leanshoring Instead	285
The Strange Trajectory of Operational Excellence	289
Bringing Respect for People to the World's Sweatshops	293
Whatever Happened to Toyota and What Happens Next to Lean?	297
INDEX	301
ABOUT LEI	312