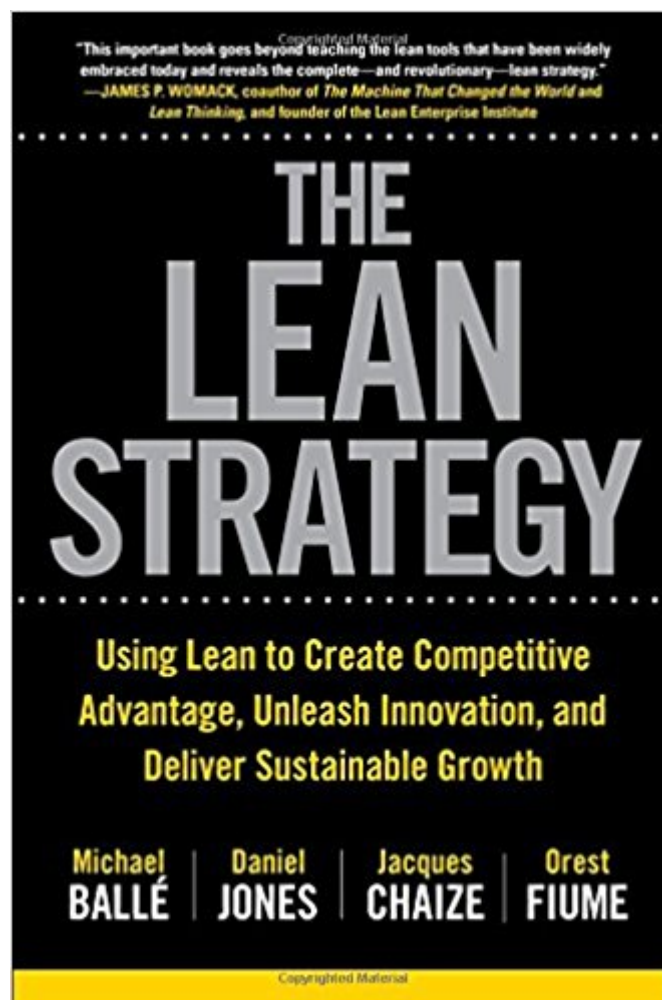




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The Lean Strategy: Using Lean To Create Competitive Advantage, Unleash Innovation, And Deliver Sustainable Growth (Business Books)



Synopsis

A groundbreaking and revolutionary book that will transform how lean is understood, practiced, and used within organizations. A lean strategy is about gaining a competitive edge by offering better quality products at competitive prices and making a sustainable profit by eliminating waste through engaging employees in discovering deeper ways to think about their own jobs and smarter ways of working together. In its current form, lean has been radically effective, but its true powers have yet to be harnessed. Lean Strategy harnesses that power and delivers a new way of creating value from lean. Leading lean experts address popular misconceptions about the basics of lean/TPS, showing the true purpose of tools, methods, and attitudes that leverage the intelligence of every employee doing the work. You'll learn how to think differently and then act differently, tapping the power of every person in your organization in a disciplined manner that generates unparalleled, sustainable success that is responsive to today's most pressing challenges.

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Customer Reviews

Dr. Michael Ball is a best-selling author and executive coach with twenty years experience in lean research and practice. He is associate researcher at Telecom Paristech where he co-founded the Projet Lean Entreprise and the French Lean Institute. Ball co-authored the Shingo Prize-winning lean novels *The Gold Mine*, *The Lean Manager*, and *Lead with Respect*. He

has a background in systems thinking and cognitive sociology. He lives in Paris, France. Daniel T. Jones was part of the original MIT research team that discovered and codified the system Toyota used to make automobiles and named it Lean. He is the co-author of the classic groundbreaking works *The Machine that Changed the World* and *Lean Thinking*. A bestselling, award-winning author, researcher, advisor to executive teams, and keynote speaker, Jones is co-founder and chairman of the non-profit Lean Enterprise Institute in the US, the Lean Enterprise Academy in the UK, and the Lean Global Network of institutes. He resides in England. Orest (Orry) J. Fiume was chief financial officer and a Director of The Wiremold Company, the internationally recognized leader in lean business management. He has taught workshops on Lean Accounting at the Lean Enterprise Institute, the TBM Institute, the University of Dayton Center for Competitive Change, and Manufacturing Extension Partnerships (MEPs). He serves on the Board of Directors of The Lean Enterprise Institute. Fiume lives in Arlington, VA. Jacques Chaize is a pioneer in developing lean organizations. He was CEO of Danfoss Water Controls, a leading French/Danish water valve specialist that served as a model of lean practice. Since 2011, he has worked as an entrepreneur and consultant, serving on the boards of companies in Europe and North America. He is the author of two business books and co-founder and president of SOL (Society for Organizational Learning) France. Chaize lives in Paris, France.

This may be the most powerful book I have read on Lean in the last 10 years. What the authors have done is transferred the knowledge of primarily Toyota to everyday organizational challenges outside of the automotive industry. The book reads well, I read it cover to cover in one day. A favorite part of mine is the discussion around the importance of product development. However, the real gold in the book comes from the name itself, *The Lean Strategy*. It takes Lean and synthesizes the thinking to be applicable to any organization. However, the authors don't sell you the fact that it is easy or say take these steps and you are immediately successful. They discuss what you need to do and what you need to practice and practice. The comparison between Porter's key questions and Toyota's is worth the price of the book. The best part of the book will come after several more readings. For now, I will say the real value derived from the book will not be from what the authors say but what they empower you to think.

The authors, from academia, consulting and the world of practice, are truly thought leaders in the world of lean. For too long lean has focused on operations at the front-line level while the most

important strategy decisions are made far away in the C-suites. At the level of abstraction of the executive decision makers lean is thought to bring some cost savings and not a lot more that relate to their decision making. Those of us who have worked at the front line know that there are new capabilities enabled by lean that can fundamentally change the strategy of the company. For example, would it matter if you could offer your customers guaranteed delivery in one quarter of the lead time of your competitors? Would it matter if your quality is better? Would it matter if you could refresh new products twice as often as your competitor and incorporate the features that will excite your customers? The best lean exemplars use operational excellence to enable their strategy and the strategy is influenced by their capabilities. This book includes the theory and concrete examples to demonstrate how to develop a continuous system of defining your business strategy and turning it into flawless execution through lean thinking.

I was taught the Toyota Production System back in the 1980's by four individuals who had spent their whole career working at Toyota. For about 10 years before they left Toyota to form their own consulting firm they worked directly for Taiichi Ohno who is considered the father of the Toyota Production System. We followed the Toyota approach closely but at the same time I always saw this as the greatest strategic approach to running a business I had ever seen. As TPS became known as lean the idea that it is strategic was lost. Most people see lean as just a cost reduction program and as a result most who try it fail. So finally here is a book that gets it right and recognizes lean for the strategic weapon that it is. I love the title of the book but the contents are really great as you would expect from four of the worlds best strategic thinkers. If you want to learn how to deliver more value to your customers than your competitors can and thus change the dynamics of your industry you must read this book.

Finally, the book that comes to put the whole lean approach in perspective by clearly showing, with concrete examples in many types of organization, all the logic of learning on which it's based and develops to create more value for all. As the 4 authors of the book perfectly show, this logic of learning organization is not limited, as is often seen, to the front-line level. It transcends the entire company and that is what creates a real competitive advantage and generates sustainable growth. And that's true for all kind of professional area, not only in the industry, as you will see in the book. Certainly, "The" book for all those who want to engage in real lean!

It has been just over 20 years since the introduction of Lean Thinking. In that time, Lean has

become a practice in virtually every industry. Many tools and techniques have arisen, and many passions have been aroused. An entire consulting industry has formed around it, and has profited greatly from it. Yet in many, if not most, cases, organizations sadly miss the essence, and end up with something less than the genuine transformation they are hoping for. In this book, Dan and his co-authors, reveal what many of us have been missing. Is it easy? No. Is it possible? Clearly, through many examples and firsthand stories, the authors demonstrate that it is. To readers from other industries than manufacturing (such as healthcare, or practitioners of Agile and Scrum in the technology world) you can clearly see beyond the predominantly manufacturing stories in this book (that is, after all, where Lean arose) and find the essential message you are looking for. Thanks to all of the authors for their insights; especially to Dan, for his lifetime of pursuing what is good and true in what we do.

Having been a life long practitioner of Lean as a strategy and a board member of the Lean Enterprise Institute for nearly a decade, I have known some of these authors and their work. In their broad efforts on the subject of "Lean", I expect this book to be an important contribution to improving the overall quality, timeliness, innovation and efficiency of goods and services of companies. Lean is often confused as just a cost reduction approach for manufacturing operations. Although cost reduction is always a worthy goal, Lean is more of a comprehensive business strategy focused on improving quality, time to market and cost. No matter your area of responsibility, I'm confident you will learn important information to improve overall competitiveness.

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