

# THE LEAN MANAGER

*a novel of lean transformation*

by Michael Ballé  
& Freddy Ballé

Foreword by Jeffrey R. Liker



# The Lean Manager A Novel Of Lean Transformation

**Peter Hines,Pauline Found,Gary  
Griffiths,Richard Harrison**



## **The Lean Manager A Novel Of Lean Transformation:**

**The Lean Manager** Freddy Ballé, Michael Ballé, 2011-09-15 In this groundbreaking sequel to *The Gold Mine* authors Michael and Freddy Ball 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 Ball 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 Ball 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

SUMMARY Edition Shortcut (author),1901      SUMMARY - The Lean Manager: A Novel Of Lean Transformation By Michael Balle And Freddy Balle Shortcut Edition,2021-06-18 Our summary is short simple and pragmatic It allows you to have the essential ideas of a big book in less than 30 minutes By reading this summary you will discover the main principles of a lean management strategy You will also discover how Toyota has become the world s leading car manufacturer in just a few decades how making people a priority in your company helps you achieve your strategic objectives that Lean is a philosophy that allows you to overcome crises and turn them into opportunities that involving all your employees in the resolution of the problems encountered allows for continuous progress that the lean system changes the role of managers At the edge of the abyss in the 1950s Toyota now sits on the top step of the podium of the world s car manufacturers This tour de force is based on a revolutionary philosophy that gave rise to what is known as lean management Its pillars Relying on and developing its human capital reducing waste and seeking to satisfy its customers in all circumstances More than a list of techniques or good practices lean management is an empirical working method that improves a company s adaptability to its market It is an essential characteristic at a time when markets are evolving at high speed What are you waiting for to take the plunge Buy now the summary of this book for the modest price of a cup of coffee      The Ultimate Guide to Successful Lean Transformation Mohammed Hamed Ahmed Soliman,2020-11-30 Many businesses say that lean failed to meet their long term objectives and that the improvements it brought about were only temporary When businesses utilize lean as a toolkit copying and pasting the methodologies without trying to adapt the employee culture manage the improvement process maintain the outcomes and grow their leaders 7 out of every 10 lean projects fail The primary objective when the Toyota production method was developed was to eliminate wastes from the shop floor by utilizing some lean techniques and technologies What wasn t made obvious was that Toyota would need to invest heavily in personnel development and training throughout a protracted leadership development process An issue with management and leadership as well as an incorrect understanding of human behavior and the necessary culture for success is the failure to achieve and sustain improvement

*Toyota Production System Concepts* Mohammed Hamed Ahmed Soliman, Toyota Motor Corporation made a system to make good products save money and make things faster by using less waste TPS has two main parts just in time and jidoka It is often shown as a house image To improve TPS and keep it running well we use a process called PDCA or the scientific method We do this by doing the same tasks over and over again and making small improvements called kaizen TPS was created by Taiichi Ohno who managed production at Toyota after World War II Ohno began using TPS at Toyota in the 1950s and 1960s starting with machining work Then he started using it in other parts of the company and also shared it with other suppliers in the 1960s and 1970s Outside of Japan the spread of Toyota and General Motors partnership called NUMMI

began in California in 1984 The concepts of just in time JIT and jidoka were created before the war A long time ago Sakichi Toyoda created the idea of jidoka and he also started the Toyota group of companies He added a machine to his looms that would stop the loom if a thread broke This improved the quality of things and let people concentrate on more important tasks instead of just checking machines for quality Over time this basic idea became a part of every machine every production line and every Toyota operation Kiichiro Toyoda who is the son of Sakichi and the founder of Toyota came up with the idea of JIT Just in Time in the 1930s He said Toyota should not have too many cars sitting unsold and they should try to work with their suppliers to make the same number of cars all the time Ohno was in charge of making JIT a special system to control how much we make and to avoid making too much TPS was well known after The Machine That Changed the World was published in 1990 This book took five years to make and it was researched by the Massachusetts Institute of Technology The researchers at MIT found that TPS was faster and more efficient than regular mass production It was a very different way of doing things so they called it lean production **The Routledge Companion to Lean Management** Torbjorn H.

Netland, Daryl J. Powell, 2016-12-08 Interest in the phenomenon known as lean has grown significantly in recent years This is the first volume to provide an academically rigorous overview of the field of lean management introducing the reader to the application of lean in diverse application areas from the production floor to sales and marketing from the automobile industry to academic institutions The volume collects contributions from well known lean experts and up and coming scholars from around the world The chapters provide a detailed description of lean management across the manufacturing enterprise supply chain accounting production sales IT etc and offer important perspectives for applying lean across different industries construction healthcare logistics The contributors address challenges and opportunities for future development in each of the lean application areas concluding most chapters with a short case study to illustrate current best practice The book is divided into three parts The Lean Enterprise Lean across Industries A Lean World This handbook is an excellent resource for business and management students as well as any academics scholars practitioners and consultants interested in the lean world **Hoshin Kanri** Mohammed Hamed Ahmed Soliman, Hoshin Kanri has been used successfully by Toyota and other top tier companies in Japan and the United States to achieve strategic business and lean goals The underlying power of a successful hoshin kanri process relays on how Toyota creates an environment of continuous improvement Toyota is a strong business because of its people and people are the value of its system This book focuses more on people rather than the process Management behavior motivation core organizational values and teamwork leadership development and culture change are the real factors of any business success Akio Toyoda said after several recent recalls that the rate of the company's growth was higher than the rate of the development of its people Successful businesses need to invest in the people and put the people before the process Read this book and you will see why a gap remains between successful and less successful companies in terms of process management people management and the adaptability of culture **Lead With Respect**

Michael Ballé, Freddy Ballé, 2014-07-28 Lead With Respect is a terrific book that puts the elements of genuine motivation into a broader context and helps leaders translate those principles into action Daniel H Pink author of To Sell Is Human and Drive The Ball books are a great way to get started or to speed up your pace of transformation personal and organizational Jim Womack Founder of Lean Enterprise Institute In their new business novel Lead With Respect authors Michael and Freddy Ball reveal the true power of lean developing people through a rigorous application of proven tools and methods And in the process creating the only sustainable source of competitive advantage a culture of continuous improvement In this engaging and insightful story CEO Jane Delaney of Southcape Software discovers from her sensei Andy Ward that learning to lead with respect enables her to help people improve every day For us lean is all about challenging yourself and each other to find the right problems and working hard every day to engage people in solving them he says Lead With Respect s timely message brings a new understanding of lean While lean has become essential for companies to compete in today s global economy most practitioners see it as a rigorous focus on process to produce higher quality goods and services a limited understanding that fails to realize the true power of this approach This new novel by the Ball s the third in a series that includes Shingo Research Award winners The Gold Mine and The Lean Manager breaks new ground by sharing huge amounts of practical information on the most important yet least understood aspect of lean management how to develop people through a rigorous application of lean tools You ll learn How to apply Lead With Respect attitudes to the lean tools you are using now so that you develop a truly sustainable lean culture What specific steps to follow to make lean leadership behaviors daily habits How to manage with respect through the emotion conflict tension and self doubt that you ll face during a lean transformation

**A Complete Guide to Just-in-Time Production: Inside Toyota's Mind** Mohammed Hamed Ahmed Soliman, Yes people called Toyota Production System an inventory reduction program when they first heard of it Just in time is one of the main pillars in the TPS Just in time ideally means one piece flow Inventory is the greatest waste in the process and it hides many problems such as quality problems breakdown times waiting waste and more Let s get back to history Prior to the 1970 oil crisis very few people in the world know what Toyota was up to The fact that it emerged stronger than ever while many of its competitors were quite battered made people take notice People went to Japan to find out how Toyota had done this What people found was that Toyota was doing something called just in time In the West this was interpreted as an inventory reduction program As a result it became known as the just in time inventory program Nobody really believed inventory could be taken out of the whole value stream Therefore just in time came to mean go beat the heck out of your suppliers The big three auto companies Ford General Motors and Chrysler had lots of power over their suppliers and they became pretty expert at this tactic to their eventual detriment James P Womack came forward with Lean Thinking in 1996 and helped many to see the whole value chain He showed how waste clogs the system and how continuous improvement was needed to link all parts of the chain to customer demand He explained his findings in plain English but once again people

didn't hear Lean might be an element of the larger strategy but it is most likely to be relegated to plant and manufacturing work. As a result, one company after another has tried lean and failed. Many people believe that just in time inventory equals zero inventory. The ideal situation is one piece flow which can only be achieved through the use of a manufacturing cell. The inventory buffer exists but it is rarely used. The Andon system includes a buffer. There is a safeguard in place to protect your customer. There is a buffer to prevent the entire manufacturing line from being shut down to rectify a problem. There is a buffer in place to prevent the breakdown of a vital manufacturing process. Just in time production is a manufacturing system that produces and delivers only what is required only when it is required and only in the amount required. The Toyota Production System is built on two pillars: JIT and jidoka. JIT is based on heijunka and consists of three operating elements: the pull system, takt time, and continuous flow.

*The Seven Deadly Wastes and How to Remove Them from Your Business* Mohammed Hamed Ahmed Soliman, 2014-09-07. This book discusses the seven deadly wastes (muda) in the value stream process. It presents the cost of each waste, its effect on the process, and how it can be eliminated to increase profitability. Waste removal increases the profitability of any business. Processes are classified into value added and waste. The seven deadly wastes that could exist in any manufacturing process originated in Japan and are defined in the Toyota production system (TPS). The main goal became removing them. For each waste, there is a strategy to remove or eliminate it. What is less likely is that managers will know how any of these issues are affecting them and increasing costs. To remove each waste, you have to understand where it comes from, why it exists, and how it affects your business. In the economic recession, many companies are taking abstinence procedures to reduce costs. This might include laying off laborers and reducing some wages. Actually, those actions might work for only a short period. Afterwards, the situation may return and in worse shape unless the company changes its way of doing things, including enacting a culture of continuous improvement. This puts us back to why the Toyota production system has been created.

*The Problem-Solving Kata as a Tool for Culture Change* Mohammed Hamed Ahmed Soliman, 2022-11-09. Some businesses have reduced staff and made resource cuts to survive the global economic downturn, while others have improved business practices and culture. Unfortunately, there is still a difference between successful and less successful businesses in terms of culture adaptability, people management, and process management. In organisations like Toyota, which in contrast to its rivals has a mindset of process improvement, culture drives competitive advantage. Other businesses might benefit from Toyota's teachings by changing their routines for behaving and thinking in order to increase staff performance.

Manufacturing Wastes Stream: Toyota Production System Lean Principles and Values Mohammed Hamed Ahmed Soliman, 2022-10-02. In order to cut costs during the economic downturn, many businesses are implementing abstinence policies. This could mean laying off workers and cutting some wages. In fact, those actions might only work for a short time. Unless the company implements a culture of continuous improvement and alters its method of operation, the situation may recur and become even worse. This brings us back to the purpose for which the Toyota

production system was developed Waste is anything that uses resources but offers the customer nothing in return Most activities are waste or muda and can be divided into two categories Although type one muda does not provide value it is inescapable given the production assets and technologies available today An illustration would be checking welds for safety that type we also call necessary non value added activity Type two muda does not add value and can be quickly eliminated An illustration is a process in a process village with disconnected phases that may be swiftly converted into a cell where unnecessary material moves and inventory are no longer necessary A very small portion of all value stream activities truly generate value as perceived by the client The most effective way to boost business performance is to stop doing the numerous unnecessary things

**Creating a One-Piece Flow and Production Cell: Just-in-time Production with Toyota's Single Piece Flow** Mohammed Hamed Ahmed Soliman,2022-12-01 One piece flow also known as continuous flow is considered the ultimate lean goal It describes how items are efficiently moved from one stage of the process to the next by designing the workflow around the requirements of the product To get from point A to point B is the objective Any waste or halt in production is equivalent to the stones and dams that direct the flow of water We examine our layouts devices procedures rules cultures and knowledge while attempting to implement flow to see what might be causing these flow blocking factors Continuous flow aids in waste reduction Because there is harmony and rhythm between each stage of the process wastes are eliminated from the system This enables each team member to provide value rather than produce waste Processing waste is decreased because there is naturally less rework or overprocessing there is only as much work done as the customer is prepared to pay for and there is only one accepted technique to complete the task no bad processing

*LEAN UNTUK INDUSTRI MODERN* Ir. Priyo Heru Adiwibowo, S.T., M.T., IPM,Dr. Festus Evly R.I. Liow, S.T., M.Si ,Ir. Frangky Yongky Turang, M.Si,Fajar Hayyin, S.T., M.T,Ir. M. Tutuk Safirin, M.T,Dr. Prita Prasetya, S.Si., M.M,Dr. Muhammad Subhan Iswahyudi, M.Eng., PCC., ACTC,Risal Ngizudin, S.T., M.Eng,Ir. Sumiati, M.T,Tulus Martua Sihombing, S.T., M.T,2025-05-20 Lean adalah pendekatan manajemen yang berfokus pada penciptaan nilai maksimal bagi pelanggan dengan meminimalkan pemborosan dalam setiap proses produksi atau layanan Dalam konteks industri modern penerapan prinsip Lean menjadi semakin relevan karena mampu meningkatkan efisiensi operasional fleksibilitas produksi dan kualitas output di tengah tuntutan pasar yang cepat berubah dan kompetitif Dengan menekankan pada perbaikan berkelanjutan continuous improvement keterlibatan karyawan dan penggunaan data untuk pengambilan keputusan Lean membantu perusahaan beradaptasi terhadap teknologi baru otomatisasi dan kebutuhan pelanggan yang semakin kompleks Lean bukan sekadar metode produksi tetapi juga filosofi kerja yang mendorong budaya inovatif dan responsif dalam dunia industri saat ini

**Managing (Without) Problems** Néstor Gavilán Ferrer,2024-10-28 Lean is an innovative method that seeks to optimize the management and production processes of the company that implements it regardless of the sector to which the company belongs In this way fewer resources are used so that any process becomes more efficient Its maxim is to reduce investment



time and effort The Lean method is a way of thinking that seeks to optimize the management processes of a company which helps organizations to innovate and remain competitive Lean aims to continuously improve the processes of creating and supplying products and services in addition to developing and empowering people through problem solving and coaching to finally develop leaders and establish an effective management system that allows communication transparency and continuous learning Managing Without Problems offers a complete model of Lean Transformation while covering all the aspects that can prevent it from coming to fruition This leads to proposing six key practices to be applied in a successful Lean Transformation such as Hoshin Kanri Visual Management Leader Standard Work A3 Coaching Kata and other key characteristics of Lean leadership It also includes case studies to exemplify these processes and how they were carried out and look at Lean Transformation as a way to achieve a desired future condition by balancing the introduction of Lean tools and techniques with the cultural shift that comes with any transformation

**Large-Scale Scrum** Craig Larman,Bas Vodde,2016-09-30 The Go To Resource for Large Scale Organizations to Be Agile Rather than asking How can we do agile at scale in our big complex organization a different and deeper question is How can we have the same simple structure that Scrum offers for the organization and be agile at scale rather than do agile This profound insight is at the heart of LeSS Large Scale Scrum In Large Scale Scrum More with LeSS Craig Larman and Bas Vodde have distilled over a decade of experience in large scale LeSS adoptions towards a simpler organization that delivers more flexibility with less complexity more value with less waste and more purpose with less prescription Targeted to anyone involved in large scale development Large Scale Scrum More with LeSS offers straight to the point guides for how to be agile at scale with LeSS It will clearly guide you to Adopt LeSS Structure a large development organization for customer value Clarify the role of management and Scrum Master Define what your product is and why Be a great Product Owner Work with multiple whole product focused feature teams in one Sprint that produces a shippable product Coordinate and integrate between teams Work with multi site teams

**Staying Lean** Peter Hines,Pauline Found,Gary Griffiths,Richard Harrison,2017-11-15 The first edition of this highly acclaimed publication received a Shingo Research and Professional Publication Prize in 2009 Explaining how to create and sustain a Lean business it followed Cogent Power s first two Lean Roadmaps along their journey Since then much has changed Several members of Cogent Power s senior management have moved on s

**The Gold Mine** Michael Ballé,2010-01-12 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

The New Lean Kyle Toppazzini,2024-06-16 In today s rapidly changing business landscape organizations are challenged not only to adapt to evolving market dynamics but to excel in the face of uncertainty Continuous improvement emerges as a strategic imperative offering a systematic approach to enhance processes boost efficiency and drive innovation This book delves into the heart of

continuous improvement providing a roadmap for organizations to navigate their journey toward maturity The continuous improvement maturity model CIMM described in this book is not just a framework but a holistic guide designed to support organizations in assessing and advancing their continuous improvement capabilities As the author embarks on this exploration he presents an approach that spans from foundational practices to advanced strategies CIMM is a versatile tool adaptable to diverse industries sectors and organizational sizes The key components of CIMM are Integration with Best Practices CIMM is not designed in isolation We highlight its compatibility with established continuous improvement methodologies such as Lean Six Sigma Change Management and Leadership Attributes Learn how to leverage existing best practices while embracing the unique contributions of CIMM Practical Application Real world examples and practical insights illustrate how organizations have successfully applied CIMM to overcome challenges drive innovation and achieve sustainable excellence These stories offer inspiration and guidance for your own journey

Agile Management Ángel Medinilla, 2012-10-09 If you have tried to implement Agile in your organization you have probably learned a lot about development practices teamwork processes and tools but too little about how to manage such an organization Yet managerial support is often the biggest impediment to successfully adopting Agile and limiting your Agile efforts to those of the development teams while doing the same old style management will dramatically limit the ability of your organization to reach the next Agile level ngel Medinilla will provide you with a comprehensive understanding of what Agile means to an organization and the manager s role in such an environment i e how to manage lead and motivate self organizing teams and how to create an Agile corporate culture Based on his background as a veteran Agile consultant for companies of all sizes he delivers insights and experiences points out possible pitfalls presents practical approaches and possible scenarios also including detailed suggestions for further reading If you are a manager team leader evangelist change agent or whatever nice title and if you want to push Agile further in your organization then this is your book You will read how to change the paradigm of what management is about it is not about arbitrary decisions constant supervision and progress control and the negotiation of changing requirements It is about motivation self organization responsibility and the exploitation of all project stakeholders knowledge We live in a different world than the one that most management experts of the 20th century describe and companies that strive for success and excellence will need a new kind of manager Agile managers

Immerse yourself in heartwarming tales of love and emotion with Crafted by is touching creation, **The Lean Manager A Novel Of Lean Transformation** . This emotionally charged ebook, available for download in a PDF format ( PDF Size: \*), is a celebration of love in all its forms. Download now and let the warmth of these stories envelop your heart.

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## The Lean Manager A Novel Of Lean Transformation Introduction

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