

## The Toyota Engagement Equation How To Understand And Implement Continuous Improvement Thinking In Any Organ

This handbook focuses on two sides of the lean production debate that rarely interact. On the one hand, management and industrial engineering scholars have presented a positive view of lean production as the epitome of efficiency and quality. On the other hand, sociology, industrial relations, and labor relations scholars focus on work speedups, management by stress, trade union positions, and self-exploitation in lean teams. The editors of this volume understand the merits of both views and present them accordingly, bridging the gaps among five disciplines and presenting the best of each perspective. Chapters by internationally acclaimed authors examine the positive, negative and neutral possible effects of lean, providing a global view of lean production while adjusting lean to the cultural and political contexts of different nation-states. As the first multi-lens view of lean production from academic and consultant perspectives, this volume charts a way forward in the world of work and management in our global economy.

COMMEMORATING THE 100th BIRTHDAY OF TAIICHI OHNO Businesses worldwide are successfully implementing the Toyota Production System to speed up processes, reduce waste, improve quality, and cut costs. While there is widespread adoption of TPS, there is still much to be learned about its fundamental principles. This unique volume delivers a clear, concise overview of the Toyota Production System and kaizen in the very words of the architect of both of these movements, Taiicho Ohno, published to mark what would have been his 100th birthday. Filled with insightful new commentary from global quality visionaries, Taiichi Ohno's Workplace Management is a classic that shows how Toyota managers were taught to think. Based on a series of interviews with Ohno himself, this timeless work is a tribute to his genius and to the core values that have made, and continue to make, Toyota one of the most successful manufacturers in the world.

"Whatever name you may give our system, there are parts of it that are so far removed from generally accepted ideas (common sense) that if you do it only half way, it can actually make things worse." "If you are going to do TPS you must do it all the way. You also need to change the way you think. You need to change how you look at things." -- Taiichi Ohno

"This book brings to us Taiichi Ohno's philosophy of workplace management--the thinking behind the Toyota Production System. I personally get a thrill down my spine to read these thoughts in Ohno's own words." -- Dr. Jeffrey Liker, Director, Japan Technology Management Program, University of Michigan, and Author, The Toyota Way Based on a series of interviews with Taiicho Ohno, this unique volume delivers a clear, concise overview of the Toyota Production System and kaizen in the very words of the architect of both of these movements, published to mark what would have been his 100th birthday. INCLUDES INSIGHTFUL NEW COMMENTARY FROM: Fujio Cho, Chairman of Toyota Corporation Masaaki Imai, Founder of the Kaizen Institute Dr. Jeffrey Liker, Director, Japan Technology Management Program, University of Michigan, and author John Shook, Chairman and CEO of the Lean Enterprise Institute Bob Emiliani, Professor, School of Engineering and Technology, Connecticut State University Jon Miller, CEO of the Kaizen Institute

This book provides a synthesis of research perspectives on customer engagement through a collection of chapters from thought leaders. It identifies cutting-edge metrics for capturing and measuring customer engagement and highlights best practices in implementing customer engagement marketing strategies. Responding to the rapidly changing business landscape where consumers are more connected, accessible, and informed than ever before, many firms are investing in customer engagement marketing. The book will appeal to academics, practitioners, consultants, and managers looking to improve customer engagement.

Based on the author's years of experience working with Toyota's master teachers and with companies in the midst of great change, this book follows the story established in the Shingo Prize-winning book, Andy & Me: Crisis & Transformation on the Lean Journey. In a cool and readable style, Andy & Me and the Hospital: Further Adventures on the Lean Journey follows Tom Pappas's relationship with Andy Saito, a reclusive retired Toyota guru. Tom and Andy are pulled into a major New York City hospital in crisis. Can they translate and apply Toyota's powerful methods and thinking to save the hospital from disaster? Using a compelling novel format, the book demonstrates how to apply Lean thinking in a healthcare setting. It illustrates the situations, characters, and plant politics you will most likely face as you progress through your Lean healthcare journey. As the story unfolds, you will discover the way of thinking and behavioral changes required to implement proven Toyota Production System (TPS) methods, tools, and thinking in healthcare. You will learn: What a Lean transformation in a hospital should look like The overall approach you need to take The leadership and behavioral changes required How to improve processes and better develop and engage people How to build and sustain a Lean management system How to translate and apply Deming's "profound system of knowledge" This book provides clear and simple guidance on what it takes to successfully implement Toyota methods in healthcare settings. It shares helpful insights on how the different elements need to fit together to deliver measurable process improvement results. Just like its bestselling predecessors, this book includes study questions after each chapter to support learning and to facilitate discussion in workshops or classroom settings.

An Integrative Approach

Scaling Web Resources

The Cambridge International Handbook of Lean Production

The Power of Ideas to Transform Healthcare

Clarity First: How Smart Leaders and Organizations Achieve Outstanding Performance

The Toyota Way to Continuous Improvement: Linking Strategy and Operational Excellence to Achieve Superior Performance

Lean Production for the Small Company

Motivational autobiography of a morbidly obese mother of children with cystic fibrosis, who radically changed her life to become an Ironman competitor. Tracey Richardson has an inspirational and amazing story to tell — a story of success despite ongoing adversity and seemingly insurmountable odds, a story of how focus and passion can change lives. The continuous pressures of running a business and intensively caring for her two sick children, both of whom have the terminal genetic condition, cystic fibrosis, finally took its toll on Tracey. Morbidly obese and clinically depressed, she was overwhelmed by her children's increasing medical issues, feeling powerless to stop their ultimate course. At this low point, Tracey nearly opted out of life, but instead set about radically changing her life, embarking on a daunting physical and mental journey to find some value and purpose. Tracey's two-year odyssey took her from 25 kilos overweight and feeling worthless and powerless about her life to training for and completing the gruelling Ironman New Zealand triathlon: a 3.8km swim, 180km cycle and 42km run. She then went on to compete at the world-famous Hawaii Ironman. Tracey did this while simultaneously raising the profile of cystic fibrosis. Tracey was selected by the Vodafone New Zealand Foundation as a 2004 winner of its 'World of Difference' programme. She was made a Member of the New Zealand Order of Merit (MNZM) in January 2005 'for services to persons with cystic fibrosis'. She is in demand as a professional speaker, inspiring and motivating everyone she comes in contact with.

The goal of this book is to guide improvement activities throughout the organization: to use creative ideas from all employees to serve both internal and external customers, to unlock the hidden potential of every single employee, and to bring new excitement and joy into the workplace. Based on the concept of kaizen, this book discusses how every team member is empowered with the ability to improve their work environment.

Bridge the gap between business and design to improve the customer experience Businesses thrive when they can engage customers. And, while many companies understand that design is a powerful tool for engagement, they do not have the vocabulary, tools, and processes that are required to enable design to make a difference. Experience Design bridges the gap between business and design, explaining how the quality of customer experience is the key to unlocking greater engagement and higher customer lifetime value. The book teaches businesses how to think about design as a process, and how this process can be used to create a better quality of experience across the entire customer journey. Experience Design also serves as a reference tool for both designers and business leaders to help teams collaborate more effectively and to help keep focus on the quality of the experiences that are put in front of customers. Explains how to use experience-centric design for better customer engagement Offers a framework for thinking and talking about "experience design," from a company and customer perspective Authors Patrick Newbery and Kevin Farnham are the Chief Strategy Officer and CEO of Method respectively, an experience design company that solves business challenges through design to create integrated brand, product, and service experiences Improve the quality of the experiences customers have with your company and watch engagement soar.

Employee engagement is the cornerstone of achieving a sustainable competitive advantage. In *Engaging the Hearts and Minds of All Your Employees*, leadership expert Lee J. Colan delivers the "how to" for inspiring your team so they deliver unparalleled value to your customers. Proven at Fortune 500 companies across the globe, Colan's simple but powerful formula is this: meet your employees' basic intellectual and emotional needs, and they will perform at peak ability. Their minds and hearts will be fully engaged, they will be energetic and innovative—and they will keep your customers satisfied and loyal. To do this, he equips you with the practical tools to engage employees at all levels, and ignite the fire of "Passionate Performance." With clear, concise strategies, Colan reveals how to view employees as human beings, not just workers, in order to fulfill their six basic needs: intellectual (Achievement, Autonomy, and Mastery) and emotional (Purpose, Intimacy, and Appreciation). He gives you concrete action steps to: Identify ways to eliminate barriers to achievement Define boundaries within which employees have the autonomy to do their jobs Create a compelling purpose for your team Focus resources and time to best support your purpose Answer the Fundamental Four questions that employees are always asking, whether you hear them or not Create team rituals that help build intimacy Packed with proven strategies for meeting your people's needs as well as instructive examples from stellar companies including Nordstrom, Southwest Airlines, Toyota, and General Electric, *Engaging the Hearts and Minds of All Your Employees* is your field guide for conquering your competition...one employee at a time.

Quick and Easy Kaizen

Andy & Me and the Hospital

The Idea Generator

Management's Role in Improving Work Climate and Culture

Leading Lean

Customer Engagement Marketing

Avoiding the Continuous Appearance Trap

*What is a lean sensei and what exactly do they do? That is the key question at the heart of this important new book sharing the secret of Lean thinking, which Dan Jones calls "the alternative business model for our age." Jones explains that "behind all the tools for operational excellence and the different management system needed to support their use, lies a much deeper challenge: to develop the human potential of everyone to create a culture of accelerating continuous improvement to meet today's changing circumstances. Learning is at the heart of lean." The Lean Sensei provides both a conceptual and hands-on toolkit for developing lean leaders—and becoming one yourself. It will challenge you to reflect on how you coach; share mindful questions that improve your awareness of what to look for; and keep both you and your students focused on the signs, symptoms, and syndromes that can slow your lean success. This book, written by six lean pioneers who have experienced and followed the path of the Sensei, shares a radical vision of how to flourish with this approach. They argue that Lean is a system of gaining competitiveness by continuously developing people, and as such, sensei play a vital role in helping others deepen their thinking every day. To be effective in transforming processes and the people who operate within them, any sensei "must first learn to transform yourself," they write. "No one can do lean for you. It is up to you. But you will also need a Sensei to help you discover new ways of seeing and acting, and to help everyone learn to adapt to a rapidly changing world. These lean pioneers discovered what*

*Senseis really do. Learn from them before you search for your own Sensei." - Daniel T. Jones, co-author of The Machine That Changed The World, Lean Thinking, Lean Solutions and The Lean Strategy*

*A blueprint for managing people, not generations Unfairly Labeled challenges the very concept of "generational differences" as an unfair generalization, and offers a roadmap to intergenerational understanding. While acknowledging that generational stereotypes exist, author Jessica Kriegel argues that they are wrong—and that it's unreasonable to assume that the millions of people born in the same 20-year time span are motivated by the same things, attracted to the same things, and should be dealt with in the same way. Kriegel's experience as Organizational Developer at Oracle puts her squarely in the talent strategy realm, where she works to optimize leadership development, team effectiveness, and organizational design. Drawing upon her experiences with workers of all ages and types, she shows how behaviors know no generational boundaries and how to work with people based on their talents, strengths, and weaknesses rather than simply slapping on a generational label and fitting them into an arbitrary slot. There are 80 million Millennials in America, yet there are myriad books on "managing Millennials" and "working with Millennials" and "the problem with Millennials." This book shows that whether you're working with Millennials, Generation X, or Baby Boomers, age is not the issue—it's the interpersonal dynamics that matter most. Examine the concept of "generational issues" Explore the disparate reality of each 20-year generational span Learn to understand and work effectively with other generations Facilitate intergenerational understanding sessions The human mind craves categorization, so the tendency to lump people together is natural. It may, however, be holding your organization back. The members of each generation have only one thing in common—their age—and even that varies by two whole decades. Why assume that they should all be managed the same way? Unfairly Labeled shows you a better way, and provides a roadmap to a more effective organizational strategy.*

*Lean Process Creation teaches the specific frames—the 6CON model—to look through to properly design any new process while optimizing the value-creating resources. The framing is applicable to create any process that involves people, technology, or equipment—whether the application is in manufacturing, healthcare, services, retail, or other industries. If you have a process, this approach will help. The result is 30% to 50% improvement in first-time quality, customer lead time, capital efficiency, labor productivity, and floorspace that could add up to millions of dollars saved per year. More important, it will increase both employee and customer satisfaction. The book details a case study from a manufacturing standpoint, starting with a tangible example to reinforce the 6CON model. This is the first book written from this viewpoint—connecting a realistic transformation with the detailed technical challenges, as well as the engagement of the stakeholders, each with their own bias. Key points and must-do actions are sprinkled throughout the case study to reinforce learning from the specific to the general. In this study, an empowered working team is charged with developing a new production line for a critical new product. As the story unfolds, they create an improved process that saves \$5.6 million (10x payback on upfront resource investment) over the short life cycle of the product, as well as other measurable benefits in quality, ergonomics, and delivery. To an even greater benefit, they establish a new way of working that can be applied to all future process creation activities. Some organizations have tried their version of Lean process design following a formula or cookie-cutter approach. But true Lean process design goes well beyond forcing concepts and slogans into every situation. It is purposeful, scientific, and adaptable because every situation starts with a unique current state. In addition, Lean process design must include both the technical and social aspects, as they are essential to sustaining and improving any system. Observing the recurring problem of reworking processes that were newly launched brought the authors to the conclusion that a practical book focused on introducing the critical frames of Lean process creation was needed. This book enables readers to consider the details within each frame that must be addressed to create a Lean process. No slogans, no absolutes. Real thinking is required. This type of thinking is best learned from an example, so the authors provide this case study to demonstrate the thinking that should be applied to any process. High volume or low, simple or complex mix, manufacturing or service/transactional—the framing and thinking works. Along with the thinking, readers are enabled to derive their own future states. This is demonstrated in the story that surrounds the case study.*

*Many companies conduct Lean training and projects, but few have tapped the wealth of ideas in the minds of their staff like Baylor Scott and White Health. This book documents the path Steve Hoeft and Robert Pryor created at Baylor Scott and White Health and shares what worked as well as what didn't illustrating over seven years of successes and fai*

*Further Adventures on the Lean Journey*

*The Art of Capacity Planning*

*Ensuring Success and Developing a Framework for Leadership*

*Matlab*

*Going the Distance*

*The Toyota Way to Lean Leadership: Achieving and Sustaining Excellence through Leadership Development*

*How Your Workplace Can Benefit From Ditching Generational Stereotypes*

*MatLab, Third Edition is the only book that gives a full introduction to programming in MATLAB combined with an explanation of the software's powerful functions, enabling engineers to fully exploit its extensive capabilities in solving engineering problems. The book provides a systematic, step-by-step approach, building on concepts throughout the text, facilitating easier learning. Sections on common pitfalls and programming guidelines direct students towards best practice. The book is organized into 14 chapters, starting with programming concepts such as variables, assignments, input/output, and selection statements; moves onto loops; and then solves problems using both the 'programming concept' and the 'power of MATLAB' side-by-side. In-depth coverage is given to input/output, a topic that is fundamental to many engineering applications. Vectorized Code has been made into its own chapter, in order to emphasize the importance of using MATLAB efficiently. There are*

also expanded examples on low-level file input functions, Graphical User Interfaces, and use of MATLAB Version R2012b; modified and new end-of-chapter exercises; improved labeling of plots; and improved standards for variable names and documentation. This book will be a valuable resource for engineers learning to program and model in MATLAB, as well as for undergraduates in engineering and science taking a course that uses (or recommends) MATLAB. Presents programming concepts and MATLAB built-in functions side-by-side Systematic, step-by-step approach, building on concepts throughout the book, facilitating easier learning Sections on common pitfalls and programming guidelines direct students towards best practice

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."

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.

"John Dewey famously pointed out, 'We don't learn from experience. We learn from reflecting on experience.' Here's your chance to learn as the three authors reflect on the (successful) struggle to build a Lean production and management system at Zingerman's Mail Order. Thousands of people visit and benchmark ZMO. This book delivers the backstory in a richly illustrated way." -- Mike Rother, author of the bestselling books Toyota Kata and The Toyota Kata Practice Guide This clever and highly engaging graphic novel details a story about one organization's Lean journey with inspiration from the Toyota Way. Over the years, common misunderstandings about what Lean is, what the journey is like, and how to advance have proliferated. Often, these misunderstandings come from the way people simplistically talk and think about Lean as if it is some concrete thing that you insert into an organization and step back to watch the results. The authors, however, view the organization as a living system with interacting parts and constant exposure to the environment. It is dynamic, so it's hard to predict what obstacles you will face next. Just when you think you have it solved, new challenges arise from the market, competitors, government regulations, and every direction you turn to. When you look at your organization in this way, you see Lean through a different lens. The goal is to make your processes and people into a more adaptive system so you can navigate through all the complexity and uncertainty to continually achieve your goals. This is how Toyota views things and they summarize the Toyota Way as continuous improvement and respect for people. Each person becomes a partner in struggling to learn and adapt, and specific tools are used in very different ways throughout the company to accomplish their goals. The story presented here focuses on a small company called Zingerman's Mail Order (ZMO). Tom Root was one of the founders of this spin-off of the Zingerman's delicatessen. The deli was founded to bring high-quality artisanal food to Ann Arbor, Michigan. The purpose of this book is not to provide a "recipe for implementation" - the authors want you to get a feeling for the struggle, for the learning process. They explain and demonstrate many Lean tools within the context of the journey and how they were adapted for this particular business. Toyota kata became the centerpiece of developing scientific thinking skills to begin to bring continuous improvement to life.

A Practical Introduction to Programming and Problem Solving

Notes on the Pursuit of Success, Love, and Meaning

12 Questions to Understand What's Truly Underneath Your Culture

The Algebra of Happiness

The Lean Sensei

Leadership Reimagined

Lean in a High-Variability Business

**The Missing Link to Toyota-Style Success—LEAN LEADERSHIP** Winner of the 2012 Shingo Research and Professional Publications Award “This great book reveals the secret ingredient to lean success: lean leadership. Not only is it a pleasure to read, but it is also deep and enlightening. This book is an absolute must-read for anyone interested in lean: it's both an eye opener and a game changer.” —Michael Ballé, Ph.D., coauthor of The Gold Mine and The Lean Manager “This will immediately be recognized as the most important book ever published to understand and guide ‘True North Lean’ and the goal of perpetual business excellence.” —Ross E. Robson, President and CEO, DnR Lean, LLC, and the original Director of The Shingo Prize “An excellent book that will shape leadership development for decades to come.” —Karen Martin, Principal, Karen Martin & Associates, and author of The Kaizen Event Planner About the Book: TOYOTA. The name signifies greatness— world-class cars and game-changing business thinking. One key to the Toyota Motor Company's unprecedented success is its famous production system and its lesser-known product development program. These strategies consider the end user at every turn and have become the model for the global lean business movement. All too often, organizations adopting lean miss the most critical ingredient—lean leadership. Toyota makes enormous investments in carefully selecting and intensively developing leaders who fit its unique philosophy and culture. Thanks to the company's lean leadership approach, explains Toyota Way author Jeffrey Liker and former Toyota executive Gary Convis, the celebrated carmaker has set into motion a drive for continuous improvement at all levels of its business. This has allowed for: Constant growth: Toyota increased profitability for 58 consecutive years—slowing down only in the face of 2008's worldwide financial difficulties, the recall crisis, and the worst Japanese earthquake of the century. Unstoppable inventiveness: Toyota's approach to innovative thinking and problem solving has resulted in top industry ratings and incredible customer satisfaction, while allowing the company to weather these three crises in rapid succession and to come out stronger. Strong branding and respect: Toyota's reputation was instrumental in the company's ability to withstand the recalls-driven media storm of 2010. But what looked to some to be a sinking ship is once again running under a full head of steam. Perhaps the Toyota culture had weakened, but lean leadership was the beacon that showed the way back. In fact, writes Liker, the company is “as good and perhaps a better model for lean leadership than it ever has been.” of innovation and growth. Yet, Industry Week reports that just 2 percent of companies using lean processes can likewise claim to have had long-term success. What the other 98 percent lack is unified leadership with a common method and philosophy. If you want to get lean, you have to take it to the leadership level. The Toyota Way to Lean Leadership shows you how.

What does it take to manage an organization to success? No matter what industry you are in, an organization is primarily a group of people. This book focuses on that ever-important human element. In the rush to get 'lean', many organizations focus solely on tools for increasing productivity, but where do these tools come from? In this book, Collin McLoughlin and Toshihiko Miura look back on their decades of international consulting experience to examine how organizations around the world have transformed on a cultural level by respecting the people who work within them and leveraging their creativity to solve problems. As our workforce becomes more knowledgeable, skillful, and more perceptive of their needs and wants as employees, the ability to reach the true potential of an organization becomes more and more difficult. Managers must look at each individual element of an equation like this in order to fully understand how to achieve an answer. They must begin to answer more focused questions, such as: 1. How productive is the existing work climate and culture? 2. How do employees, as individuals, navigate the existing work climate? (How do they deal with day-to-day issues with each other?) 3. Where and how are individuals and their work processes assessed? 4. What obstacles do employees face every day, and are they empowered to fix these obstacles? 5. What role does leadership play at each level of the organization? (Looking at the organization in layers of management.) To address these challenges, this book focuses on three main aspects of leadership and management: 1. Addressing and Improving the Perspective of Management -- The ideas presented in this book are not limited to a certain industry or field of work, but can be applied in any setting because they speak to a universal human element. 2. Exploring and Improving Work Climate -- Organizations are social entities, operating within their own controlled environment. This book will explore the factors that contribute to, and encourage, a positive work climate. 3. Observing and Eliminating Wasteful Work Processes -- Observing wasteful activities and work processes requires a refined perspective. The case studies presented illustrate the How and Why to help refine expertise. This will also lead to the joy and benefits

The life of lean is experiments. All authority for any sensei flows from experiments on the gemba [the place where work takes place], not from dogmatic interpretations of sacred texts or the few degrees of separation from the founders of the movement. In short, lean is not a religion but a daily practice of conducting experiments and accumulating knowledge." So writes Jim Womack, who over the past 30 years has developed a method of going to visit the gemba at countless companies and keenly observing how people work together to create value. Over the past decade, he has shared his thoughts and discoveries from these visits with the Lean Community through a monthly letter. With Gemba Walks, Womack has selected and re-organized his key letters, as well as written new material providing additional context. Gemba Walks shares his insights on topics ranging from the application of specific tools, to the role of management in sustaining lean, as well as the long-term prospects for this fundamental new way of creating value. Reading this book will reveal to readers a range of lean principles, as well as the basis for the critical lean practice of: go see, ask why, and show respect. Womack explains: \* why companies need fewer heroes and more farmers (who work daily to improve the processes and systems needed for perfect work and who take the time and effort to produce long-term improvement) \* how "good" people who work in "bad" processes become as "bad" as the process itself \* how the real practice of showing respect comes down to helping workers frame and solve their own problems \* how the short-term gains from lean tools can be translated to enduring change from lean management. \* how the lean manager has a "restless desire to continually rethink the organization's problems, probe their root causes, and lead experiments to test the best currently known countermeasures" By sharing his personal path of discovery, Womack sheds new light on the co

Companies from startups to corporate giants face massive amounts of disruption today. Now more than ever, organizations need nimble and responsive leaders who know how to exploit the opportunities that change brings. In this insightful book, Jean Dahl, a senior executive and expert in the Lean mindset and its methods, demonstrates why you need to embrace Modern Lean principles and thinking to redefine leadership in this age of digital disruption in order to continuously evolve the Lean enterprise. Drawing on nearly three decades of corporate and consulting experience, Ms. Dahl lays out a new holistic framework for developing Modern Lean leaders. Through personal experiences and compelling real-world case studies, she explains specific steps necessary for you and your company to proactively understand and respond to change. Understand the leadership challenges Lean leaders face in our 21st century global economy Explore the six dimensions of the Modern Lean Framework™ Learn and apply the nine steps necessary to become a Lean leader Use Modern Lean methods to build a culture of continuous learning that can be sustained and maintained within your organization Seize competitive advantage by embracing Modern Lean to build an enterprise that understands how to respond to disruption

14 Management Principles from the World's Greatest Manufacturer

How Men Can Become Effective Allies in the Workplace

Lean Leadership BASICS

Engaging Staff by Building Daily Lean Management Systems

True Kaizen

The Toyota Engagement Equation: How to Understand and Implement Continuous Improvement Thinking in Any Organization

The Power of Process

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 quality control inspector

In this pathbreaking book, world-renowned Harvard Business School service firm experts James L. Heskett, W. Earl Sasser, Jr. and Leonard A. Schlesinger reveal that leading companies stay on top by managing the service profit chain. Why are a select few service firms better at what they do -- year in and year out -- than their competitors? For most senior managers, the profusion of anecdotal "service excellence" books fails to address this key question. Based on five years of painstaking research, the authors show how managers at American Express, Southwest Airlines, Banc One, Waste Management, USAA, MBNA, Intuit, British Airways, Taco Bell, Fairfield Inns, Ritz-Carlton Hotel, and the Merry Maids subsidiary of ServiceMaster employ a quantifiable set of relationships that directly links profit and growth to not only customer loyalty and satisfaction, but to employee loyalty, satisfaction, and productivity. The strongest relationships the authors discovered are those between (1) profit and customer loyalty; (2) employee loyalty and customer loyalty; and (3) employee satisfaction and customer satisfaction. Moreover, these relationships are mutually reinforcing; that is, satisfied customers contribute to employee satisfaction and vice versa. Here, finally, is the foundation for a powerful strategic service vision, a model on which any manager can build more focused operations and marketing capabilities. For example, the authors demonstrate how, in Banc One's operating divisions, a direct relationship between customer loyalty measured by the "depth" of a relationship, the number of banking services a customer utilizes, and profitability led the bank to encourage existing customers to further extend the bank services they use. Taco Bell has found that their stores in the top quadrant of customer satisfaction ratings outperform their other stores on all measures. At American Express Travel Services, offices that ticket quickly and accurately are more profitable than those which don't. With hundreds of examples like these, the authors show how to manage the customer-employee "satisfaction mirror" and the customer value equation to achieve a "customer's eye view" of goods and services. They describe how companies in any service industry can (1) measure service profit chain relationships across operating units; (2) communicate the resulting self-appraisal; (3) develop a "balanced scorecard" of performance; (4) develop a recognitions and rewards system tied to established measures; (5) communicate results company-wide; (6) develop an internal "best practice" information exchange; and (7) improve overall service profit chain performance. What difference can service profit chain management make? A lot. Between 1986 and 1995, the common stock prices of the companies studied by the authors increased 147%, nearly twice as fast as the price of the stocks of their closest competitors. The proven success and high-yielding results from these high-achieving companies will make The Service Profit Chain required reading for senior, division, and business unit managers in all service companies, as well as for students of service management.

An unconventional book of wisdom and life advice from renowned business school professor and New York Times bestselling author of The Four Scott Galloway. Scott Galloway teaches brand strategy at NYU's Stern School of Business, but his most popular lectures deal with life strategy, not business. In the classroom, on his blog, and in YouTube videos garnering millions of views, he regularly offers hard-hitting answers to the big questions: What's the formula for a life well lived? How can you have a meaningful career, not just a lucrative one? Is work/life balance possible? What are the elements of a successful relationship? The Algebra of Happiness: Notes on the Pursuit of Success, Love, and Meaning draws on Professor Galloway's mix of anecdotes and no-BS insight to share hard-won wisdom about life's challenges, along with poignant personal stories. Whether it's advice on if you should drop out of school to be an entrepreneur (it might have worked for Steve Jobs, but you're probably not Steve Jobs), ideas on how to position yourself in a crowded job market (do something "boring" and move to a city; passion is for people who are already rich), discovering what the most important decision in your life is (it's not your job, your car, OR your zip code), or arguing that our relationships to others are ultimately all that matter, Galloway entertains, inspires, and provokes. Brash, funny, and surprisingly moving, The Algebra of Happiness represents a refreshing perspective on our need for both professional success and personal fulfillment, and makes the perfect gift for any new graduate, or for anyone who feels adrift.

What does every employee want? In a word: RESPECT The best leaders are the ones who motivate employees to want to perform at the highest level possible--which is never accomplished with an iron-fist style of management. The best results are achieved through one of the most basic human behaviors: the showing of respect. Organizational change expert Paul Meshanko has studied how the human brain responds in various workplace situations--and his conclusion is astonishing: People perform at their highest level when treated with respect. Conversely, when an employee is emotionally attacked by disrespectful behavior, he or she shuts down. In The Respect Effect, Meshanko reveals the transformational power of respect in the workplace. Given the pressures of the workplace, this is sometimes easier said than done. So Meshanko provides a practical action plan you can use to train yourself or others to get on track--and stay on track. His proven strategy helps you understand the initial, biological reactions to what people (This means you!) say and do. Through his cited research in neuroscience, Meshanko teaches you how to create positive situations, avoid negative ones, and ultimately build a better work environment for everyone. The Respect Effect explains: The hard science proving why respect is the most powerful employee motivator How to build a corporate culture based on respect, starting with senior leadership The 12 Rules of Respect--simple but powerful ways to communicate respectfully in any situation The strategy, resource requirements, and tools for sustaining a respectful workplace culture How do you use the concept of neuroscience to achieve a great work environment? The answer is obvious. Feed others a diet of respect--real, deserved, genuine respect--and you will see amazing things happen in your organization. Use Meshanko's proven approach to organizational change to create a culture of contagious respect in your organization. PRAISE FOR THE RESPECT EFFECT: "The Respect Effect reminds us of the critical role relationships play in the workforce. . . . A great read for new and experienced leaders!" -- ANNEMARIE M. GRASSI, PH.D., CEO, Open Doors Academy "The Respect Effect offers concise, engaging learning, not only for business leaders, but for anyone working in an organization where developing an inclusive and productive work environment is a priority. Respect is a powerful principle for businesses to understand and practice--this book will contribute much to its advancement." -- RICK CHIRICOSTA, President and CEO, Medical Mutual "[Meshanko] shows how demonstrating respect to employees leads to better health and well-being for both the organization and the individual. Whether you are a supervisor, manager, VP, or small business owner, The Respect Effect will make you a more effective leader." -- PAUL MARCIANO, PH.D., author, Carrots and Sticks Don't Work "In The Respect Effect, Paul Meshanko shows that respect is the foundation for interpersonal trust, revealing why high-trust organizations are successful. The step-by-step process Meshanko outlines to cultivate and nurture respect provides a new leverage point to increase employee satisfaction and productivity." -- PAUL J. ZAK, PH.D., author, The Moral Molecule "Paul's book inspires us to keep our focus and gives us concrete behaviors for living the attributes of The Respect Effect." -- RALPH STAYER, owner and CEO, Johnsonville Sausage, LLC

Special 100th Birthday Edition  
Steady Work

Engaging the Hearts and Minds of All Your Employees: How to Ignite Passionate Performance for Better Business Results

The Lean Strategy: Using Lean to Create Competitive Advantage, Unleash Innovation, and Deliver Sustainable Growth

The Impacts of Continuous Improvement and Respect for People

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

A Novel of Lean Practice

*Winner of a Shingo Research and Professional Publication Award*The new edition of this Shingo Prize-winning bestseller provides critical insights and approaches to make any Lean transformation an ongoing success. It shows you how to implement a sustainable, successful transformation by developing a culture that has your stakeholders throughout the o

"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 Ballé 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 Ballé 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 Ballés, 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.

"More people recognize the importance of Allyship—and that's great. Unfortunately, many men still don't know what they need to do to effect change so everyone feels valued and empowered at work. In *Showing Up*, Ray Arata provides clear guidance on how to turn good intentions into action. I strongly recommend it to everyone interested in helping create a more equal and productive workplace." –Sheryl Sandberg, COO of Facebook and founder of *LeanIn.Org* and *OptionB.Org* *Showing Up* is a revolutionary step-by-step guide—by and for men—to end toxic masculinity and enact heart-based leadership, increase diversity, bolster the bottom line, and create a workplace culture where everyone wins. The *Time's Up*, *Me Too*, and *Black Lives Matter* movements have sounded a wake-up—especially for men. Organizations worldwide now realize the critical importance of diversity, equity, and inclusion (DEI) for underrepresented people. It's abundantly clear: the default model of masculinity isn't working for anyone. But for a new and healthier infrastructure, for permanent and transformational shifts, we need a plan that includes men. In *Showing Up*, Ray Arata details the proven methods he's shared with such companies as Verizon, Bloomberg, Moody's, Intel, Toyota, Hearst, and more, teaching men to • Embrace healthy masculinity as a cornerstone of inclusionary leadership; • Identify unhealthy masculine behaviors in the workplace—like mansplaining, maninterrupting, and manopolizing; • Adopt behavior modifications aligned with being an inclusive leader and ally; • Incorporate specific language to use in healthy discussions; and • Leverage power and position to elevate underrepresented groups.

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—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

*The Toyota Way*

*A Story of Innovative Lean Process Development*

*Learning to Lead, Leading to Learn*

*Unfairly Labeled*

*Managing Quality*

*Toyota Culture: The Heart and Soul of the Toyota Way*

*Gemba Walks*

'Lean' in this title refers to operations management, the Toyota Production System, and its derivatives. The book is a companion volume to The Lean Toolbox which focused on operational tools and techniques whereas this book is focused on the essential human aspects of Lean transformation. The book is a sourcebook for practitioners and managers covering a wide range of concepts, providing sufficient information to grasp the essentials of each topic and giving leads to further reading. The Chapters include Antecedents and myths, Established Lean people practices, Eight models of people at work, Systems aspects, Psychology aspects, Engagement, Problems, Decisions, Learning, Leadership, Teams, Organisations, Ergonomics. The work of more than 150 authorities from operations, psychology, systems, and change are drawn on to give a comprehensive overview. The authors' extensive knowledge and experience complement each section. As with The Lean Toolbox, the text is concise, written for busy managers who seek both a guide and a quick reference.

Award-winning business performance improvement and Lean management expert Karen Martin diagnoses a ubiquitous business management and leadership problem—the lack of clarity—and outlines specific actions to dramatically improve organizational performance. Through her global consulting projects, keynote speeches, and work with thousands of leaders, Karen has seen first-hand how a pervasive lack of clarity strangles business performance and erodes employee engagement. Ambiguity is the corporate default state, a condition so prevalent that “tolerance for ambiguity” has become a clichéd job requirement. It doesn't have to be this way. In Clarity First, Karen provides methods and insights for achieving clarity to unleash potential, innovate at higher levels, and solve the problems that matter to deliver outstanding business results. Both a visionary road map and practical guide, this book will help leaders: •Identify and communicate the organization's true purpose •Set achievable priorities •Deliver greater customer value through more efficient processes •Provide greater transparency about true versus assumed performance •Build strong problem-solving and critical thinking capabilities throughout the organization •Develop personal clarity to be a more direct, purposeful, and successful leader Eliminating ambiguity is the first step for leaders and organizations to achieve strategic goals. Learn how to gain the clarity needed to make better decisions, lead more effectively, and boost organizational performance. When it comes to leading an outstanding organization, every great leader needs Clarity First.

A hands-on guide to adapting Lean principles and the Toyota Production System to high-mix/low-volume environments, Lean Production for the Small Company uses charts, pictures, and easy-to-understand language to describe the methods needed to improve processes and eliminate waste. It walks readers through the correct order of implementation and desc

This text is an introduction to the field of quality management, integrating the body of knowledge in the areas of quality theory, quality assurance, and quality control.

Tracey Richardson

Human Lean

Taiichi Ohnos Workplace Management

Lessons from Toyota Leader Isao Yoshino on a Lifetime of Continuous Learning

Develop and Empower Lean Leaders to Sustain Continuous Improvement

The Lean Manager

A Framework for Integrating Brand, Experience, and Value

**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 formula for Lean success! Toyota veterans reveal how to build continuous improvement into your company's DNA Ever since Toyota introduced the revolutionary Toyota Production System (TPS), businesses have tried to replicate Toyota's success. Few have succeeded over the long term. What businesses have failed to realize is that TPS calls for a fundamentally different way of thinking. Now, at long last, here is a straightforward guide that make sense of the thinking culture behind Toyota's phenomenal success. In its pages, authors Tracey and Ernie Richardson speak from the heart as Toyota employees who worked in the Kentucky factory when the company was first introducing its people-first approach in the U.S., and went on in the ensuing decades to teach Lean thinking around the world. In The Toyota Engagement Equation, the authors take you through Toyota's own journey of discovery. This deep dive into the company's game-changing work practices reveals how employees were developed, how they were taught to spot and define problems through standardization, how they were coached to solve them, and how they were encouraged to improve their thinking as they moved forward. And you'll see how Toyota developed this simple but profoundly effective approach into an overall management system—and how you can achieve amazing results in your company through the same system. In the world of Lean design and implementation handbooks, The Toyota Engagement Equation stands out as a fresh, unique, and authoritative guide to building your business into the Toyota of your industry. As the authors see it, TPS has now evolved to the "Thinking People System!"

**SPECIAL INTRODUCTORY PRICING:** Enjoy first-week pricing of \$18.95 on paperback books! Regular retail pricing of \$23.95 becomes effective on July 22nd. It all began with the initial chance meeting of this book's author, Katie Anderson, and the book's subject, Isao Yoshino. She was an American leadership coach and consultant in her mid-career, with a newfound love of Japanese culture. He was an accomplished Japanese people-centered leader at the end of his corporate career, with a lifelong love for American culture and 40 years of inside experience with the Toyota Way. During the next five years, Anderson and Yoshino spent countless hours learning from each other, reflecting on the past, and envisioning the future. The resulting book - written by Anderson and focused on the profound lessons offered by her mentor Yoshino -- is a beautiful, one-of-a-kind tapestry. Much like the weaving of fabric -- where the beginning work is but a glimpse of the final pattern -- this book was created from many layers of intertwined conversations and reflections. If you've ever been mentored -- in business or in life -- by someone whose words, experiences, and perspectives changed you for the better, you know that an entire book of such selfless generosity and deep wisdom could change the world. For today's business professionals -- dedicated to continuous learning and people-centered leadership -- this is that book. Learning to Lead, Leading to Learn is a leadership book that defies generational or cultural divides, offering a refreshing, proven perspective for all those who dare to lead. The Best Leaders Never Lose the Humility for Learning Learning to Lead, Leading to Learn is much more than a collection of Isao Yoshino's personal stories and insights. It's a memorable, entertaining, and poignant way to highlight important leadership lessons, to record pivotal moments in Toyota's history, and to create something to help veteran and aspiring leaders reflect and learn about themselves. Yoshino's experiences help us understand how Toyota intentionally developed the culture of excellence for which it is renowned today, and how one person "learned to lead" so that he could lead with an intention to learn ... every day and in every way. "The only secret to Toyota is its attitude toward learning." -- Isao Yoshino Let the Past Inform the Future: The Role of Reflection in Leadership By looking back at the past, we can learn and therefore shape our future. Through each story in this unique and inspiring book, Anderson shares Yoshino's experiences with leadership and learning, and his efforts at self-improvement while empowering others. Through those stories, you'll hear his reflections on what he learned then ... and what he is re-learning now with a different perspective as he looks back at the totality of his career. A must-read for those who: -- Want to become more people-centered leaders -- Currently practice lean or continuous improvement methods -- Serve in leadership, coaching, or operational management roles -- Want to learn more about Toyota's history and culture -- Are inspired by heartwarming stories of personal discovery and leadership With a foreword by John Shook, Chairman of the Lean Global Network.

Success on the web is measured by usage and growth. Web-based companies live or die by the ability to scale their infrastructure to accommodate increasing demand. This book is a hands-on and practical guide to planning for such growth, with many techniques and considerations to help you plan, deploy, and manage web application infrastructure. The Art of Capacity Planning is written by the manager of data operations for the world-

**famous photo-sharing site Flickr.com, now owned by Yahoo! John Allspaw combines personal anecdotes from many phases of Flickr's growth with insights from his colleagues in many other industries to give you solid guidelines for measuring your growth, predicting trends, and making cost-effective preparations. Topics include: Evaluating tools for measurement and deployment Capacity analysis and prediction for storage, database, and application servers Designing architectures to easily add and measure capacity Handling sudden spikes Predicting exponential and explosive growth How cloud services such as EC2 can fit into a capacity strategy In this book, Allspaw draws on years of valuable experience, starting from the days when Flickr was relatively small and had to deal with the typical growth pains and cost/performance trade-offs of a typical company with a Web presence. The advice he offers in The Art of Capacity Planning will not only help you prepare for explosive growth, it will save you tons of grief.**

**Experience Design**

**Showing Up**

**Lead With Respect**

**Diverging Theories and New Industries around the World**

**Service Profit Chain**

**Creating a Lean Culture**

**Tools to Sustain Lean Conversions, Third Edition**

This book explains how to sustain lean, or, continuous improvement practices. It introduces the BASICS® lean leadership development path, combining the "human aspect" with published BASICS® lean tools. It lays out the methodology to empower, lead, and drive ongoing improvements in your business. The book includes engaging stories and case studies to demonstrate the effectiveness of shop floor management tactics, including visual management tools, gemba walks, standard work, time analysis, kanban, 5S, and more.

The Respect Effect: Using the Science of Neuroleadership to Inspire a More Loyal and Productive Workplace