



Submission Title: *The Triumph of Classical Management over Lean Management: How Tradition Prevails and What to Do About It*

Author Name(s): Bob Emiliani, Ph.D.

A team of Shingo examiners has provided the following feedback. The team rated the submission based on the following categories.

1. Content

The author of the work addresses a known, but little-discussed aspect of Lean transformation by providing compelling research on the role of leadership in organizations and how Lean threatens long-practiced leadership traits. It represents a courageous attempt to deconstruct the failure of widespread Lean adoption, focusing on the fundamental conflict of executive leadership motivation, competencies, and practices. The body of work to accomplish this book is impressive and well laid out. It brings a unique and well-researched context to the conflict which Lean practitioners within organizations have endured for decades.

This book is relevant to practitioners as it provides concrete examples of what goes wrong in Lean implementations. It would have a broad range of appeal to many groups in the Lean/Shingo community. There is a sound understanding of what makes up the foundation of Lean and the philosophies and cultures that require demonstrated actions in order to have success. In this regard, the author provides valuable knowledge of Lean and TPS. The insights, concepts, and practices for enabling continuous improvement are provocative and provide a unique perspective. It also provides interesting and valuable insight into the gap between the Lean style of management and classical management. The author also highlights institutional resistance to Lean that may have been overlooked by latter-day Lean authors in the last several decades and, in this sense, adds a thought-provoking argument.

That being said, the author fails to make a convincing case for how to change leaders' behaviors; rather, he provides a compelling case for why managers should not even try to implement a Lean transformation. Though the text is thought-provoking, due to its writing style as a series of research papers, it is not an engaging read. At times, it appears that the author belabors the topic and fatigues the reader. The second half of the book skipped quickly through wide-ranging solutions and models with unconvincing brevity. The argument regarding privilege of the executive class was noted, with the references to Veblen and other arguments as lacking empirical evidence. One examiner

expressed that the author seems to have set up a strawman regarding current conditions of Lean acceptance. Other chapters regarding countermeasures, likewise, do not hit the mark in addition to other assertions and the text's final chapters.

2. Impact

Due to the way the text is written, its audience will likely be limited to academics and scholars, thereby limiting the audience and impact. It is questionable how it will influence education or scholarly research and, while it is a useful read for executives, it is doubtful that it will be widely-circulated among management and executives. The book does not boast the strongest sales statistics and, being self-published, it has not received the marketing backing to make it into mainstream reading for those interested in management or Lean. Though the message of the book is important, it is doubtful it will have much impact on Lean practitioners. Furthermore, with the alternatives identified, iMaP and Speed Leadership, the author's plan of attack to mitigate the economics and political gauntlets is unproven and questionable. The book did, however, cause a personal reaction as one examiner found themselves both agreeing with certain parts of the book and having strong feelings about other parts.

3. Premise

The author's intended premise is important. One examiner noted they have never seen a book that deals with the struggles between Lean and classical management as well as how to bridge the gap between the two so that there is value created at all levels of the organization. The same examiner, however, felt that this premise is not met. While the foundation of the argument was very compelling and relatable, the author's proposed response is difficult to follow and may widen the gap and alienate readers, Lean practitioners, and management. Other examiners felt the premise is met, though one noted the premise as being centered on the need to change the beliefs and behaviors of leadership to make progress and stated that it is met for those that read through the first half of the book.

While some of the research was mentioned favorably, too much of the case is built on a foundation of collective frustration and not new studies or research. The depiction of the Wealth Creation Playbook's financial management tools is borderline unfair and misunderstood. Furthermore, the author makes a well-articulated case that traditional and classical management inhibits the adoption of Lean management and practice, but does not, as the book's subtitle suggests, offer any substantive ideas about "what to do about it."

4. Presentation

One examiner noted that this is the weakest point of the book. While the author clearly states his objectives and much is praiseworthy in the text itself, the book is very difficult to read. Nearly all examiners mentioned the difficulty of the text to read and/or follow. One examiner noted how the author seems to provoke the reader into a black or white response in which you agree with the author or are angry with him. Illustrations

were seen as bland and not visually appealing, though some were noted as being very impactful and thought-provoking. In its current form, it is hard to understand to whom the book will appeal.

5. Key Takeaways

The author's research and investigation to answer why many companies fail or do not attempt to implement Lean management is noteworthy. Changing a culture at a local level is fairly easy; however, maintaining that culture at a local level is under constant attack from the prevailing management culture of the larger organization. Today's leaders are torn by competing management philosophies. Classical management behaviors and the Wealth Creation Playbook compete for senior leadership's attention and adherence. Real organizational transformation is extremely difficult and requires a unique leader. Until society demands a different type of leader, we are stuck with a deeply entrenched management system, rooted in the Wealth Creation Playbook. The majority of Lean literature available in the last 30 years has not dealt with the political, traditional, and organizational obstacles to Lean management and history provides a perspective on the challenge of creating change amongst the ruling class.

Shingo Publication Award Review Status Notification

Angela Inkley

Fri 3/22/2019 1:14 PM

To: Emiliani, Bob (MfgConstMgt) <emiliani@ccsu.edu>



Dear Bob Emiliani,

The Shingo Institute greatly appreciates your submission of **"The Triumph of Classical Management Over Lean Management"** to challenge for the Shingo Publication Award. The Shingo standard of operational excellence is recognized as being rigorous, thorough and demanding. We appreciate the vulnerability that each individual subjects him/herself to by challenging. So far this year the quality of each submission has been excellent.

After review of the publication: **"The Triumph of Classical Management Over Lean Management"**, it has been decided that the submission does not provide enough new information nor does it add substantially to existing information. This decision is not a reflection of the quality or value of the publication. It is simply based on how it fits the criteria for the award. We hope the publication does well and wish you all the best.

As is typical, we have many applicants and few honorees, but to see the continual increase in research and writing addressing operational excellence is exciting. We encourage you to submit other research in the future, as you continue in your pursuits to endorse operational excellence principles and practices.

Again, thank you for challenging for the Shingo Publication Award and for your interest in expanding the body of knowledge of operational excellence. We look forward to seeing more from you in the future!

Respectfully,

Angela Inkley

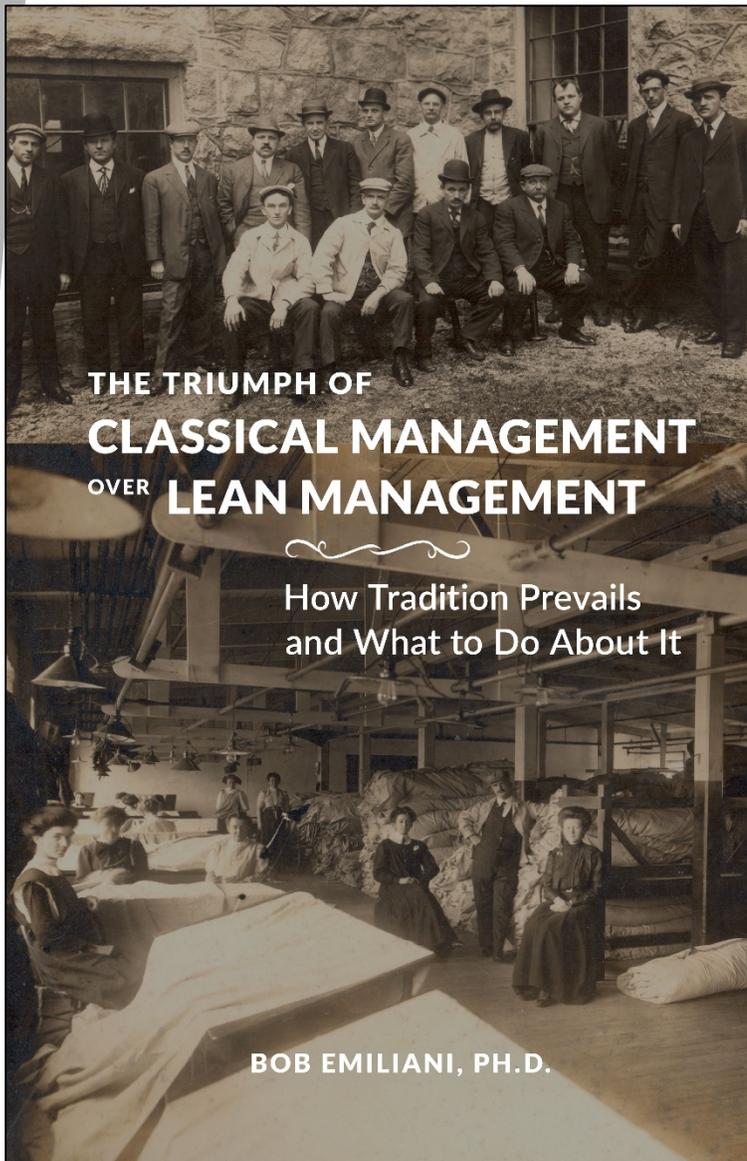
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Read the book and decide for yourself if there is
“not enough new information” or
“does not add substantially to existing information.”



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<https://bobemiliani.com/book/triumph-classical-management/>

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