

# Manifesto for Lean Management: 2022 and Beyond

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## Introduction

What happened to the Lean movement? When the term “lean” production first came to us in 1988 by way of John Krafcik’s paper, “Triumph of the Lean Production System” (Krafcik, 1988), there was a feeling of enormous opportunity to replace archaic classical management – the old way of leading and managing organizations – with a new and better way to lead and manage organizations: Lean management (Womack, Jones, and Roos, 1990; Womack and Jones, 1996; Womack and Jones, 2005) [Note 1]. Yet in the 34 years since 1988, Lean movement leaders have failed in their mission to displace classical management on a widespread basis. Results have fallen far short of plans and expectations [Note 2], largely due to the ineffectiveness of the strategies and tactics used to advance Lean management [Note 3].

Classical management has proved itself to be a far more formidable competitor than anyone imagined. Lean promoters assumed the logic and benefits of Lean were so overwhelmingly clear that CEOs would rush to transition out of classical management. Few did. Instead, most CEOs then, as now, quickly and efficiently subsumed the technological elements of Lean management – principally selected problem-solving tools – while consciously avoiding the substantial social changes that are needed to realize the full benefits of Lean management.

The inability of the Lean movement to achieve its initial goals is due in large part to a failure to understand top leaders’ mindset and interests beyond obvious parameters such as cost, quality, lead-time, profit, cash flow, market share, and similar core elements of business enterprise. Specifically, a failure to understand the power and enduring nature of the interconnected preconceptions and traditions that define the Institution of Leadership and the System of Profound Privilege [Note 4]. In other words, social aspects that profoundly impact leadership and management thinking and action (Emiliani 2018, 2020a, 2020b, 2022).

The failure of Lean movement leaders [Note 5] to change strategies and tactics given the disappointing results evident a decade or two ago suggests a satisfaction with the status quo and stale orthodoxies. It appears that the goal is to continuously attract new people to Lean management and neglect those who struggle or drop out. The difficulty with that approach, if it is in fact true, is that newcomers are unfamiliar with the history of Lean management (more generally, progressive management) – i.e., why

leaders remain committed to classical management and thus resist, reject, or ignore progressive management. This assures the continuing use of strategies and tactics that have had demonstrably poor records of success, and relegates Lean management, and possibly its successor, to being a niche management practice with little hope of displacing classical management on a more widespread basis.

Rather than confront the problem, Lean movement leaders seem to have determined that problem is best handled by ignoring it, or remaining silent, and thus avoid demotivating or alienating the fragile base of support for Lean management – the vast majority of whom are salaried staff “Lean practitioners,” and, to a far lesser extent, top executives. This calculation is deeply flawed because Lean practitioners, in particular, like to challenge the status quo and create that which is new and improved. Lean movement leaders deny Lean practitioners this opportunity by shielding them from the truth, presumably to preserve their own vested social or economic interests. Such self-centered behavior, rooted in preconceptions and traditions, is antithetical to so-called “Lean Thinking” which “always starts with the customer” (LEI, 2022) – principally, the Lean practitioner, given their large numbers and generous spending habits for varied types of Lean learning materials and training.

## **Learning and Adapting to Competition**

Lean management is not something separate from the competitive environment of leadership and management thinking and practice. Its many strengths and benefits (Monden, 1983; Ohno, 1988; Womack, Jones, and Roos, 1990; Liker 2004; Emiliani *et al.*, 2007) do not unquestionably set it apart from classical management as something that is clearly better. Lean management must compete for leaders’ interest, and it must do so in ways that acknowledge Lean management’s extreme underdog status. Yet, the premise upon which Lean management has been “sold” to leaders since 1988 is:

Top leaders want Lean management.

Had Lean movement leaders taken an interest in the extensive recorded history of Scientific Management and learned its lessons, they would have started with a different premise, one that accurately reflects top leaders’ historical indifference to progressive management:

Most top leaders do not want Lean management.

This fact-based premise changes everything with respect to the strategy and tactics needed for presenting Lean management to top leaders and gaining their acceptance. It also fundamentally changes the subject matter of Lean conferences, books, videos, training, as well as academic research. However, most Lean promoters are deeply rooted in scientific logical thinking and thus lack the creative sales and marketing mindset to develop effective personal and emotional strategies and tactics that might better appeal to top leaders. Remarkably, this deficiency remains uncorrected to this day.

Progressive management is often described as a socio-technical system for leading and managing organizations. It is obvious that leaders are interested in the economic gains that come from improving

processes. What is less obvious is that the preference among most top leaders for zero or only limited adjustments to their existing management practice. Here is a lesson learned from the Scientific Management era that would have been worth knowing in 1988 or soon thereafter (Haber, 1964):

“The very notion of a completely integrated, scientific system for the factory was a distraction [to businessmen]. The truly ‘scientific’ standard for ‘an honest day’s work’... could not be established and maintained unless the entire factory was systematized. Yet most business firms, as Taylor himself once noted, need only be more efficient than their competitors. This was one of the reasons that businessmen preferred efficiency stunts, devices, and mechanisms to a complete system of scientific management. The adoption of a complete system was often not the most profitable use of investment capital. Here... commercial efficiency did not automatically come first. The system should be adopted, Taylor’s most orthodox disciples asserted, even when it might not be a paying investment.”

This has indeed proven to be the case for Lean management. Most leaders prefer only limited adjustments to their existing management practice. And those adjustments are limited to new efficiency methods and problem-solving tools for use by low-level employees engaged in factory or office work. Most top leaders have no interest in changing their leadership or management practice. As Frederick Winslow Taylor, the so-called “father of Scientific Management” said in 1912 (U.S. Congress, 1912):

“...nine-tenths of our trouble has been to ‘bring’ those on the management’s side to do their fair share of the work and only one-tenth of our trouble has come on the workman’s side. Invariably we find very great opposition on the part of those on the management’s side to do their new duties and comparatively little opposition on the part of the workmen to cooperate in doing their new duties.”

This too has proven to be the case for Lean management. Thirty-five years after Frederick Winslow Taylor’s death, his close associate, Harlow Person, said the following (Taylor 1947):

“In the course of his [1912] testimony before the House committee [to Investigate the Taylor and Other Systems of Shop Management], Taylor was asked how many concerns [companies] used his system in its entirety. His reply was: ‘In its entirety – none; not one.’ Then, in response to another question he went on to say that a great many used it substantially, to a greater or less degree. Were Mr. Taylor alive to respond to the same question in 1947 – thirty-five years later – his reply would have to be essentially the same.”

The situation is nearly the same for Lean management today; “a great many used it substantially, to a greater or less degree” – mostly to a lesser degree. Like Scientific Management movement, the Lean movement can point to exemplary organizations whose practice is sufficiently thorough to have been “transformed” from classical to Lean management. However, changes in top management or

ownership almost always result in a reversion to classical management (Emiliani *et al.*, 2007).

Lessons learned from the Scientific Management era apply directly to Lean management because both are progressive forms of management that leaders repudiate. Most leaders have no interest in the social changes that Lean requires and only limited interest in the use of the technical aspects that can deliver favorable improvements in cost, deliver, quality lead-time, etc. Overall, and for more than a century, most leaders do not view progressive management as an improvement in leadership and management thinking and practice. In fact, most see it as a corruption of the leadership and management thinking of traditional classical management. That being the case, it is clear that Lean management is not competitive. In fact, it has never been competitive in the confusing market of management ideas.

Given these facts, why hasn't Lean movement leadership significantly changed its strategy and tactics for gaining more widespread acceptance for Lean management, based on the realistic premise that most top leaders do not want Lean management? Perhaps they are ignorant of the facts presented here, or perhaps there are other reasons for Lean movement leaders' intransigence that are known only to them. The following analysis will avoid further speculation and focus on exploring why Lean management remains noncompetitive in relation to the things that Lean movement leaders have not done, and thus need to do, to increase the relevancy of Lean in the eyes of top leaders [see Note 6].

A central feature of Lean management, derived from Toyota's management system, is the need to learn and adapt to changing conditions in the context of economic activity, for the purpose of improving competitiveness. Doing so requires an openness to new ideas, to new ways of thinking, and to new ways of doing things. As Taiichi Ohno, the so-called "father of the Toyota Production System," said (Ohno and Mito, 1988):

"...we are doomed to failure if we do not initiate a daily  
destruction of our various preconceptions."

The Lean movement is now 34 years old, and the post-modern progressive movement coinciding with newfound awareness of Toyota unique production system in 1973, is now nearly 50 years old. Like any movement, once can expect two things to happen:

- Old preconceptions, as well as traditions, external to progressive management (i.e., imported from classical management) will creep in over time
- New preconceptions, as well as traditions, unique to the Lean movement will be formed

Both will have the effect of initiating the slow and steady growth of the status quo, thereby retarding the ability of Lean movement leaders to be open to new ideas, to new ways of thinking, and to new ways of doing things. This is merely a consequence of being human, not of any deliberate ill intent on the part of Lean movement leaders – but with the proviso that intent could be self-centered in terms of wanting to preserve one's economic or social status within the Lean management community.

For Lean management to become more competitive with classical management, current or future Lean movement leaders must do the following:

- Instill an urgency to comprehend the facts of the current state
- Emphasize the need for the promotion of Lean to adapt to changing social, economic, and political conditions
- Cultivate broad networks of discussion and debate, in contrast to the closed networks that have been created and which remain in place
- Be open to unfamiliar ideas, crazy ideas, and breakthroughs worldwide
- Willing to revise one's thinking in light of new facts and evidence
- Foster a dynamic inclusive environment that promotes the generation of fresh, creative ideas, and intellectual excitement in the pursuit of knowledge
- Exhibit ideals of openness, tolerance for dissent, sharing, and inclusion of people with diverse backgrounds and status
- Willingness to experiment with new methods for promoting Lean management, learn from successes, meticulously examine failures, and reflect on these experiences
- Cultivate open-mindedness, curiosity, questioning, exploration, investigation, critical thought, and trust
- Welcome challenges to Lean orthodoxies both new and old
- Cultivate a progressive, forward-looking, adventurous perspective

In sum, Lean movement leaders must overcome intellectual xenophobia to substantially improve the competitive footing of Lean management. But there is more. Lean movement leaders must also lead the abandonment of orthodoxies – preconceptions, traditions, and superstitions such as:

- Sense of personal superiority
- Sense of intellectual superiority
- Logic will convince top leaders to embrace Lean
- Lean is obviously better
- Lean sells itself
- All knowledge comes from doing
- Perfect processes
- Allowing people to needlessly struggle, become disillusioned, and eventually quit Lean
- Backward looking perspective that celebrates past successes and tradition
- Habits that support cultural and ideological orthodoxy
- Toyota as the only true source of “Lean Thinking”
- Defensive posture
- Claiming every organization is unique
- Avoidance of copying others

- Ignoring failure and detailed analysis of the causes of failure

All in pursuit of the one goal:

Stimulate the voluntary and rapid replacement of  
classical management with progressive management.

Why voluntary? Because top leaders are the ultimate decision-makers and strongly disapprove of being forced into changes in leadership and management practice. Why quickly? Because while economic activity is important, human survival depends on more effective use of natural resources and a significant reduction in negative externalities such as air and water pollution, carbon footprint, or resource exploitation. Why “progressive management?” Because the form of progressive management that is needed in the future could be different than today’s understanding of Toyota Production System and the Toyota Way or Lean management; i.e., transition from monism to pluralism in constructing the next (3<sup>rd</sup>) generation of progressive management system.

Any hostility towards improving the competitiveness of Lean management, by retaining orthodoxies (preconceptions, traditions, and superstitions) will render Lean management unable to fulfill a broader vision of making a significant contribution to human survival. Skepticism is unwelcome in the quest to elevate the relevancy of Lean management to improving the human condition. Comfortable, constraining orthodoxies and fettered thinking must be replaced with new thinking and new ideas, as well as a willingness to view past successes as suffocating and no longer relevant to achieving the goal.

Overall, Lean movement leadership has underperformed. Why? While there have been some small changes in strategy and practice, they have been so closely tied to previous versions of strategies and tactics that it has resulted in a line of continuity that more closely represents the status quo than change. There has been a lack of independent thinking, creativity, initiative, and integration of available resources, resulting in conformance and passivity to factual (i.e., most top leaders do not want Lean management) as well as changing circumstances (i.e., steadily declining executive interest in Lean management in favor of all things digital).

Additionally, Lean movement has lacked a unified leadership structure and political strategy to render archaic classical management obsolete. Leadership is scattered about many different organizations, each with overlapping agendas and a confusing array of educational resources (e.g., conferences, training programs, books, videos, etc.), such that the business of Lean has, long ago, overtaken the goal of Lean management: replacing classical management with progressive management.

The spirit of Lean management must be re-established. However, doing so requires invoking the factual premise, “most top leaders do not want Lean management,” and gaining a thorough understanding of why most leaders remain committed to classical management despite it being outdated relative to the current and future needs of organizations, individuals, and society. Current and future progressive management movement leaders must acquire new and in-depth knowledge

about classical management and adapt [Note 7]. Specifically, the Institution of Leadership, the System of Profound Knowledge, and the Five Forces.

## **The Institution of Leadership**

The Institution of Leadership (Emiliani, 2018) is the social habits of mind or the common thinking of a group. In this case, the group is top leaders who for decades have learned classical management and remain committed to it. The social habits of mind and common thinking of the group extend back in time for thousands of years. Here is a simple example. One can easily comprehend the likelihood of an Egyptian pharaoh blaming people for problems such as a poorly constructed pyramid. Today, we well know that top leaders continue to blame people for problems (think, Boeing 737 Max debacle; Emiliani and Torinesi, 2021). This behavior, continuous among top leaders for over 6000 years and generally regarded as poor leadership, is detrimental to the proper functioning and success of progressive management. In modern times, this has led to a focus on improving leadership behaviors. However, this narrow focus ignores the underlying preconceptions, traditions, and superstitions that produce this and many other types of undesirable leadership behaviors (Emiliani, 2015).

Nevertheless, the Institution of Leadership, and its members, reward leaders for being tough on people, as does society, the business press, politicians, and others. Despite the plague of poor leadership and declining confidence of leaders, society accepts bad leadership and bad leadership behaviors. It does not protest in any significant way. Consistently, over thousands of years, society has given its consent. This is due largely to the privileged position that top leaders hold in society. This, in turn, has given rise to the System of Profound Privilege (Emiliani, 2018; 2020a; 2020b), embedded in the Institution of Leadership, which is a massive countervailing force to W. Edward Deming's System of Profound Knowledge (Deming 1994).

## **The System of Profound Privilege**

Figure 1 is a diagram illustrating what Dr. Deming described in Chapter 4 of *The New Economics* (Deming, 1994) and compares it to what was described in *The Triumph of Classical Management Over Lean Management* (Emiliani, 2018). The image on the left side shows the System of Profound Knowledge (SoPK), built by humans from sense-based perceptions gained from doing value-creating work. Humans are engaged in life processes within ever-changing systems, and they use natural senses and abilities to recognize and correct problems using innate curiosity and basic protocols for experimentation. The result is progress that more-or-less keeps pace with the times.

The image on the right side shows the System of Profound Privilege (SoPP), built from preconceptions. It descends from Deities into the minds, hearts, and hands of Monarchs. Their privileges are enshrined in Natural Rights, Natural Law, and codified in founding legal documents. After many centuries, these privileges and associated rights were extended to business owners and political leaders. Together, they rule the underlying population, and being in a position of privilege and benefiting from it, means they prefer the status quo to progress. And so change comes about very slowly – though sometimes quickly, such as in war or other calamity. That is why top leaders find

fundamental change so undesirable, and people usually fail to gain leader’s interest in Lean management. The result is perpetual lag; to always be behind the times.

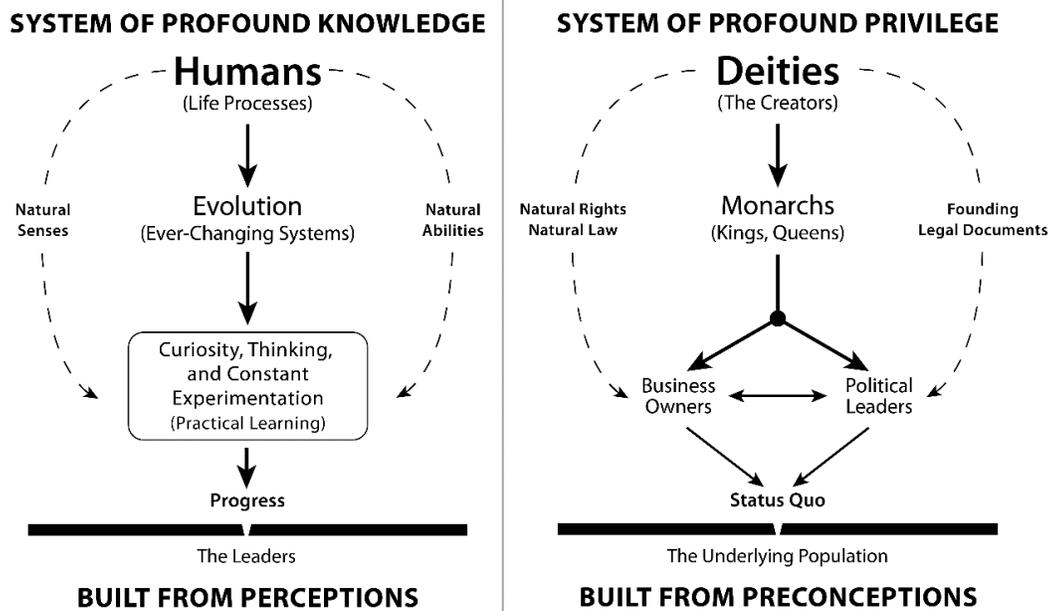


Figure 1. SoPK compared to SoPP (Emiliani, 2018; 2020a; 2020b).

A more familiar form for understanding the difference between the System of Profound Knowledge and the System of Profound Privilege is shown in the two tables below:

Table 1 – Comparison of 14 Points for Progressive and Classical (Status Quo) Management

Dr. Deming’s 14 Points for the Transformation of Management	Dr. Emiliani’s 14 Points for the Status Quo of Management
1. Create constancy of purpose for improving products and services	1. Improve the products and services when required
2. Adopt the new philosophy	2. Vigorously defend the old philosophy
3. Cease dependence on inspection to achieve quality	3. Automate inspection to achieve quality
4. End the practice of awarding business on price alone; instead, minimize total cost by working with a single supplier	4. Strengthen the practice of awarding business based on price; minimize unit cost by working with many suppliers
5. Improve constantly and forever every process for planning, production, and service	5. Improve process for planning, production, and service when required
6. Institute training on the job	6. Offer classroom training if required
7. Adopt and institute leadership	7. Preserve the institution of leadership
8. Drive out fear	8. Motivate people to work by creating fear
9. Break down barriers between staff areas	9. Optimize work by erecting barriers between staff areas
10. Eliminate slogans, exhortations, and targets for the workforce	10. Develop slogans, exhortations, and targets for the workforce
11. Eliminate numerical quotas for the workforce and numerical goals for management	11. Establish numerical quotas for the workforce and numerical goals for management
12. Remove barriers that rob people of pride of workmanship, and eliminate the annual rating or merit system	12. Assure work is done according to procedure; conduct annual rating and merit system
13. Institute a vigorous program of education and self-improvement for everyone	13. Institute a vigorous program of capital equipment, computerization, and automation
14. Put everybody in the company to work accomplishing the transformation	14. Put everybody in the company to work for the shareholders
Source: deming.org/explore/fourteen-points	Source: <i>The Triumph of Classical Management Over Lean Management</i> (Emiliani, 2018)

Table 2 – Comparison of the System of Profound Knowledge to the System of Profound Privilege

Key Features of Dr. Deming’s System of Profound Knowledge (SoPK)...	...Disallowed by Dr. Emiliani’s System of Profound Privilege (SoPP)
Appreciation of a system • Theory of knowledge The psychology of change • Knowledge about variation	Protect and preserve institutions Continuation of vested rights and privileges
<ul style="list-style-type: none"> <li>• The first step: transformation of the individual (p. 92)</li> <li>• The outside view: to learn better ways (p. 93)</li> <li>• Understand variation; appreciation of a stable system (p. 95)</li> <li>• A system must have an aim (p. 95-96)</li> <li>• Interdependence between system components (p. 96)</li> <li>• Processes in statistical control have predictable performance (p. 99)</li> <li>• Confusion between stable and unstable states is calamity (p. 100)</li> <li>• Statements that convey knowledge predict future outcomes; erroneous predictions must be revised (p. 102)</li> <li>• Without theory, no one has questions to ask (p. 103)</li> <li>• Employees are different (p. 107)</li> <li>• Ranking people diminishes joy of work (p. 110)</li> <li>• Monetary rewards is a source of discouragement (p. 110)</li> </ul>	<ul style="list-style-type: none"> <li>• There is no need for managers to transform</li> <li>• Outside view is unnecessary; current ways are satisfactory</li> <li>• Leverage system instability to generate differential gains</li> <li>• In business, the aim of the system is to make money</li> <li>• No interdependence, except in times of corporate distress</li> <li>• Treat all variation as special cause to condition the workforce for rapid response</li> <li>• Gains from calamity exceed costs</li> <li>• Management’s theories are never wrong; blame someone or something and move on</li> <li>• Copy successful leaders; don’t ask questions</li> <li>• Employees are the same; leaders are different</li> <li>• Ranking motivates and disciplines people; find joy elsewhere</li> <li>• Monetary rewards produce desired business results</li> </ul>
Everyone will win; no losers (p. 123)	Some people deserve to lose
Source: <i>The New Economics For Industry, Government, Education</i> , Chapter 4 (Deming, 1994)	Source: <i>The Triumph of Classical Management Over Lean Management</i> (Emiliani, 2018)

These tables clearly illustrate the differences in leadership thinking and management practice between progressive management (SoPK, Deming’s 14 Points) and classical management (SoPP, Emiliani’s 14 Points). Readers will no doubt recognize the truth of the words shown on the right-hand side of each table, as most readers work in organizations that are classically led and managed.

The Institution of Leadership and the System of Profound privilege are powerful. So much so that they have been effective at thwarting efforts to transition from classical management to progressive management, despite the obvious need for doing so as far back as 1945. Taking that date as what should have been the starting point for widespread adoption of progressive management, we are now nearing the point of being 80 years late. And it shows in form of income disparities, climate change, mortality rates, and numerous other factual statistical figures indicative of decline.

Of course, top leaders have the preconception, rooted in tradition and superstition, that technology is the answer to all of humanity’s problems. Realistically, it is instead a combination of progressive management – inclusive of the required social change in organizations that allow progressive management to function correctly – and technology.

### The Five Forces

As previously stated, Lean management is noncompetitive with classical management. The latter is robust and growing and continues to dominate leadership and management thinking and practice, while the former may be in decline to due larger socio-economic forces. The essence of the competition can be reduced to a competition between workers and leaders to make social and technological progress in order to keep up with the times. This framework is useful from the

standpoint of further illuminating the large gap between what leaders desire and what workers desire. The gap represents a problem that needs to be solved. And it must be solved in a mutually beneficial way, consistent with a fundamental precept of progressive management (though antithetical to classical management, of course).

The author adapted Michael Porter’s 1979 “Five Forces” framework to illustrate the management-labor competitive environment in a different way. As shown in Figure 2, leaders occupy the metaphysical realm – that which is external to direct sensory perception. Their understanding of the organization’s activities is represented by proxies such as metrics, dashboards, financial statements, distorted information rising up the hierarchy, and the like. As such, leaders are disconnected from the realities that shop and office floor workers experience. The metaphysical realm which, being tightly integrated with the Institution of Leadership and System of Profound Privilege, seeks to maintain the status quo with respect to social change and worker creativity, and further seeks to closely control efforts to improve processes and dictate the timing, pace, and direction of efficiency improvement [Note 8].

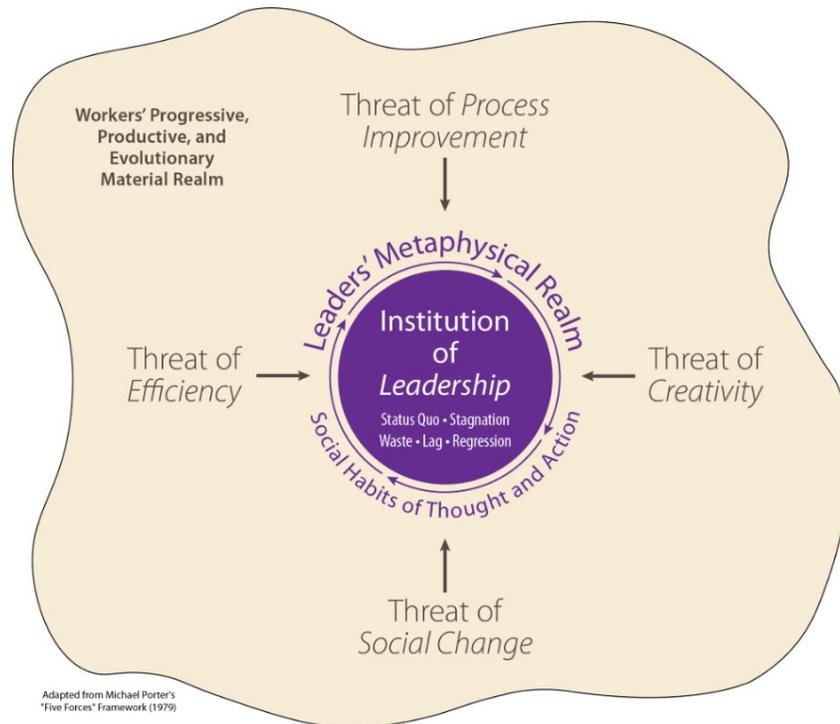


Figure 2. Five Forces framework applied to competition between leaders and workers.

Leaders have long had interest in technological advancement to improve productivity, reduce costs, reduce the amount of labor, and the like. Workers, given the nature of their jobs, have an interest in being productive and evolutionary with respect to improving the work so that it is less difficult and more rewarding. Often, that includes a shared interest in technology if it does not result in job loss.

In the Five Forces framework, an “unattractive” leadership is one that is regressive and retards progress, and which is also strongly teleological (deterministic, thus non-evolutionary) – the combination of which reflects self-regarding proclivities, and as stated previously, have remained consistent among leaders for at least 6000 years. Like Porter’s original 1979 framework, this new framework also affects the ability of an organization to serve its customers and make a profit (if profit-seeking) or satisfy its customers (if not-for profit, NGO, or government).

Of course, the dichotomy that exists in most companies is that workers are focused on serving customers (other-regarding proclivities) while leaders are focused on making profits and securing high remuneration (self-regarding proclivities). The latter proclivities are seen by leaders as being far superior to the former. Consequently, most management decisions are counterproductive to serving customers interests (Emiliani and Torinesi, 2021). Additionally, most management decisions are counterproductive to continuously improving corporate culture, to the ability to execute strategy and plans, and for keeping up with the times (Emiliani, 2015).

The brief descriptions of the Institution of Leadership, System of Profound Privilege, and Five Forces framework presented here illustrate the type and scope of the new knowledge that Lean movement leaders must obtain under the realistic premise that most top leaders do not want Lean management, and if their vision is more expansive than for Lean management to be nothing more than a niche management practice serving a devoted if fragile base of Lean practitioners. Thus far, the business of Lean has proved more worthy of attention than efforts to effectively stimulate the voluntary and rapid replacement of classical management with progressive management. Will that change in light of the new information presented here?

## **Summary**

Despite the efforts of many Lean movement leaders over a long period of time, the Lean movement has been stagnant. Even in the early days when there was tremendous interest in Lean management from top leaders, their interest was driven more by curiosity than by compelling arguments to transition out of classical management. And given the lack of awareness of Lean among business leaders, political leaders, the media, labor unions, and society, it can be concluded that the strategies and tactics used to promote Lean management to a wide audience have failed.

It seems unlikely that the current generation of Lean movement leaders will change course. Nor will they publicly admit errors, likely for fear of alienating or demotivating the fragile base of Lean practitioners and wanting to avoid a loss of social status. Instead, circumstances may change such that they can quietly move on and rationalize success in a post-hoc way (e.g., “Circumstances have changed, it is time to move on”).

As this paper has demonstrated, future efforts to advance of progressive management cannot be made on the base of knowledge that first-generation Lean movement leaders have. It is not enough for Lean promoters, advocates, and practitioners to understand Lean management and hope that logical arguments prove convincing to top leaders who do not make major decisions based solely on logic.

To advance Lean management, Lean movement leaders have to gain a thorough understanding of what they are up against: the Institution of Leadership, the System of Profound Privilege, and the Five Forces. Progressive management will languish for another 120 years if Lean promoters, advocates, and practitioners remain unaware of the strength and power of classical management.

There is always the possibility that more widespread adoption of Lean management may be forced by circumstances, such as climate change, not by any intelligent adaptation of strategies and tactics to promote Lean management. Top leaders should never wait for catastrophe to occur to make needed changes in leadership and management thinking and practice. However, their track record, going back centuries, has reliably been to wait and allow catastrophe to usher in major change. This is dereliction of leadership duty, largely driven by a self-centered desire to retain favorable in-group social standing, that society has long been willing to accommodate.

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“If you know the enemy and know yourself, you need not fear the result of a hundred battles. If you know yourself but not the enemy, for every victory gained you will also suffer a defeat. If you know neither the enemy nor yourself, you will succumb in every battle.”

“The whole secret lies in confusing the enemy, so that he cannot fathom our real intent.”

“Supreme excellence consists of breaking the enemy's resistance without fighting.”

“The greatest victory is that which requires no battle.”

— Sun Tzu, *The Art of War*, translated by Thomas Cleary

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## Notes

1. Lean management is a derivative interpretation of Toyota's management system, as described by the Toyota Production System and The Toyota Way principles, "Continuous Improvement" and "Respect for People." Lean, being an incomplete and popularized version of the Toyota Production System and the Toyota Way, contains substantial deficiencies that been previously described. See for example, *Critique of Lean: Pathway to Improvement* (Emiliani, 2017) by B. Emiliani or the 2016 blog posts "Is Lean the Same as TPS?" (<https://bobemiliani.com/is-lean-the-same-as-tps/>) and "The Great Lean Mystery" (<https://bobemiliani.com/the-great-lean-mystery/>).
2. The Lean movement has been stunningly ineffective at influencing business leaders, political leaders, media (newspapers, magazines, television, internet), non-management employees, labor unions, non-union workers, and society. After 34 years, these groups know little or nothing about Lean management, and what they do know – such as Just-in-Time – is invariably wrong. This reveals the extent to which Lean management exists as a closed network of interested persons.
3. The first modern form of progressive Management was Scientific Management, led by mechanical engineers (and thus revealing its logical scientific thinking, experimentation, and trail-and-error roots). The strategies and tactics used in the late 1880s through the 1930s to promote and advance the uptake of Scientific Management are largely the same as that used today for Lean management (Emiliani (2008), *REAL LEAN, The Keys to Sustaining Lean Management*, Volume Three, Chapter 7, "Sustaining the Lean Movement." Consequently, classical management wins then as now.
4. There are at least 8 categories of preconceptions, each category containing 10-15 preconceptions, resulting in well over 100 total preconceptions that are extraordinarily effective at blocking needed change (Emiliani, 2018).
5. Who are "Lean movement leaders?" They are the inner circle of people who guide the direction of Lean management. They would be the people whose names are most familiar to Lean practitioners, such as the leaders of the most prominent organizations whose missions are to promote Lean management, authors of top-selling and award-winning Lean management books, and the well-known Lean trainers and conference circuit speakers.
6. The term "top leaders" refers to leaders who occupy senior positions in corporations (profit and not-for-profit), non-governmental organizations, government agencies (local, state, federal), and political leaders (local, state, federal).
7. Learning and adapting are not the same. Learning means to acquire knowledge, usually in pursuit of a goal. Adapting is a change in response to pressure from with or outside of one's environment. Lean movement leaders and Lean practitioners have been more proficient at leaning than adapting.
8. Note that in classical management, waste is a feature, not a bug.

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