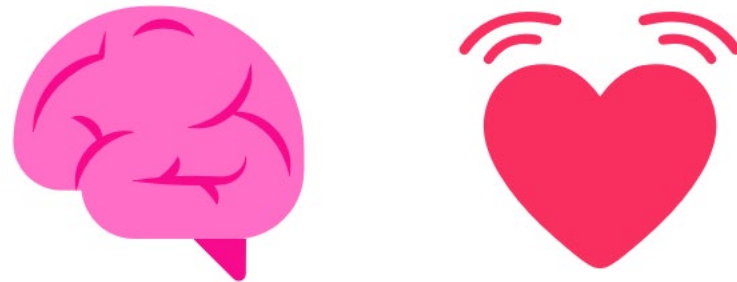


# Suggested Reading for Curious Continuous Improvement Professionals



# Read What Captures Your Interest



## Just-in-Time Learning Is Good



## Proactive Learning is Better



# Follow The 5-Step Process:

Read to Learn\*

Take Notes for Ideas to Try

Try Out Your Ideas On-the-Job

See What Happens

Make Adjustments

\* Level load your reading. Even just a few pages a day is really good!

# The Joy of Reading: An Immersive Experience



set-up time down from four hours to two. After five days, our team reduced the set-up time to ten minutes. I had no prior knowledge of a change-over process until the kaizen. When we videotaped the process and wrote down the actual operations, it became very evident what and where the waste was. So we moved as much of the change-over process outside the machine as possible [i.e. when the machine was not in operation] to reduce the amount of time that we had the machine tied-up during the changeover. As we progressed through the week, it became very clear what to do: buy a special wrench for just this machine, put two people on the change-over, put some marks on the fork lift at the right level so we didn't have to waste time adjusting the fork heights, and standardize the shut heights. It was during some of those first kaizens that we realized that the shut heights were all different and that that was costing us a bundle.

I remember I was kind of nervous at the time because I think I wanted to make a good impression as the senior person on the team. I knew that Bill Moffitt was assessing us to see if we were going to buy into this. I guess that's part of what you go through in this transition. As a manager you're trying to learn as fast as possible, but sometimes you are confused and don't want to look stupid. I'll be honest; it's simple, but it takes a while to digest. It took me years and several trips to Japan, working with Shingijutsu, to understand what appeared to be very simple concepts. You don't really understand the concepts until you immerse yourself in kaizen and do a lot of kaizen."

Rich Levesque described the early kaizens as follows:

"When Art first arrived, he said that the West Hartford plant had twice as much space as we needed. And here we were getting ready to buy another building. We were saying, 'This guy is looney.' But Art led the first kaizen, and we had never seen anything like that; a CEO coming onto the shop floor, getting dirty, and moving machines. So that gave a lot of credibility to what he was talking about. People got the sense that he was probably making good decisions."

Art Byrne described the first kaizens:

"Orry Fiume, who had really bought into the concept of TQM and Deming, was a believer in what we were trying to do, but

initially he objected to actually having to participate on a kaizen team. He said something like: 'Why do I want to do that? I don't know anything about set-up. What am I going to do out there?' And I said something like: 'Well, just go and be on the team. You'll be surprised at how much you are going to contribute.' His team went from a 90-minute set-up to a 5-minute set-up in the first week. Since he was an accountant, Orry decided to keep track of how much money it cost to make those changes. He told me it was about \$105. So when the members of the management team have the personal experience with just how much can be accomplished in one week, then the enthusiasm for doing kaizen just becomes infectious. In a few months we had people pointing out problems and making suggestions for future kaizens."

Art Byrne knew that the early kaizens would produce big improvements in productivity. In the first two years some work areas were reconfigured as many as three or four times, each time yielding better results. Judy Seyler recalled her participation in one of the first kaizens:

"We were working on rolling mills out in the plant. Those machines would take something like 24 hours for a change-over. There would be a couple of people hanging around waiting for this and doing that. Then we did the kaizen and within 2 to 3 days had the change-over time down to about 2-hours with a group of 4 people. We made a video of it. I always thought it was a classic, because when I watched it, I just thought it was absolutely beautiful. It was almost like a ballet dance the way they took the rolls out and put another set in. As Art described it, it was like putting a videotape into a video cassette recorder; the rolls were all pre-set, all pre-measured, and they would just slide it in. They would run the first piece and it would be perfect."

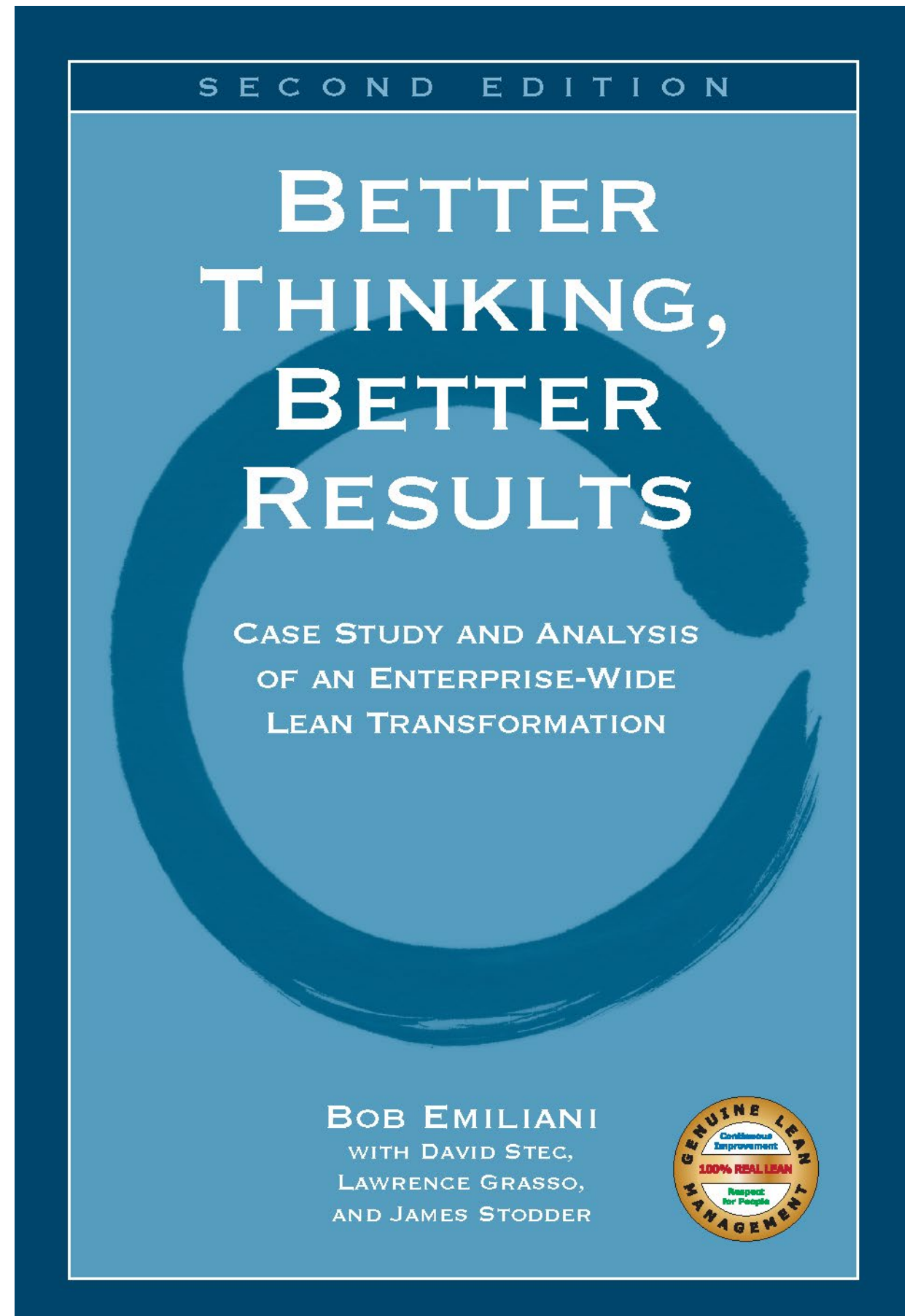
Tom Fairbank commented on the importance of set-up reduction in Wiremold's Lean transformation:

"The one thing that affected us significantly was set-up reduction because it ultimately affects inventory and inventory turns. We found that if you can reduce the amount of time that it takes to respond from one customer's need to another customer's needs, the less inventory you have to keep and the higher the customer service level. The ability to reduce set-ups from 4 hours between jobs to 4 minutes is very powerful."

Table 3-1 summarizes the results of early kaizen activities related to set-up reduction.

Drawing Connections • Generating New Thoughts  
Having New Ideas • Deepening Your Intelligence

If you want to read the best book ever written on how to transform an established business from Classical management to Lean management.



If you want  
help learning  
how to lead  
a Lean  
organization.

"The best description of Lean leadership today."

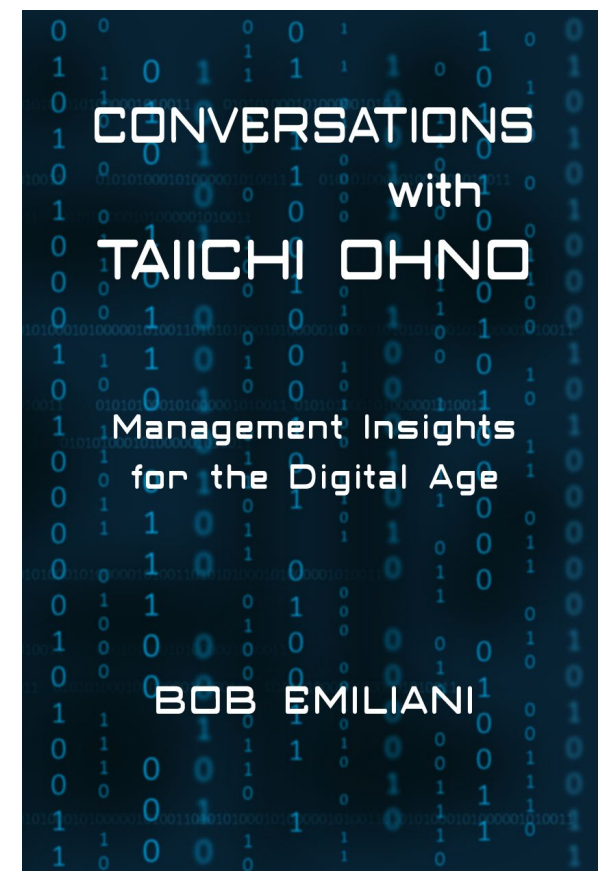
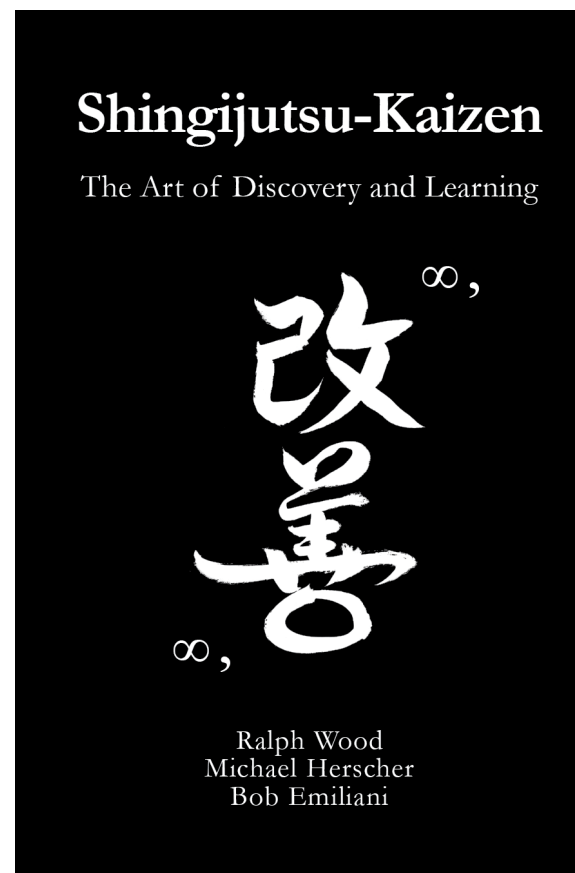
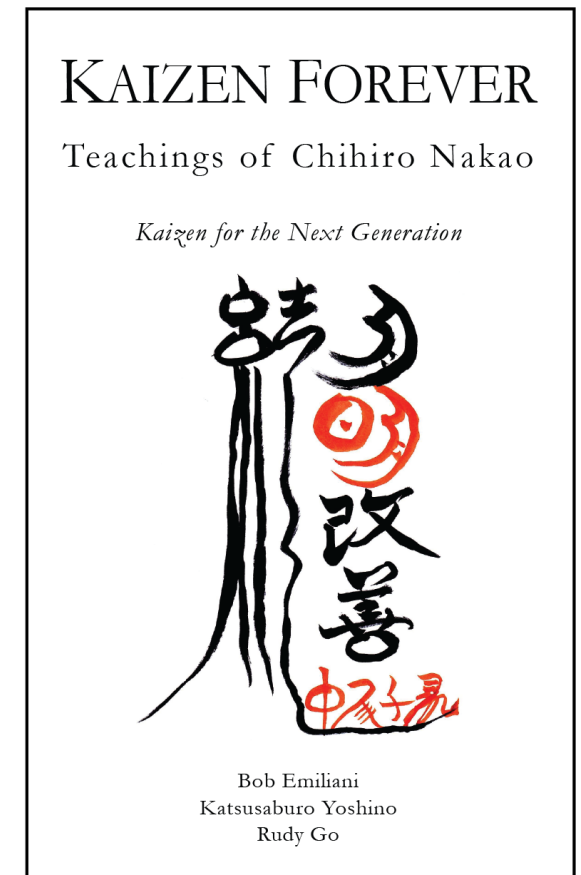
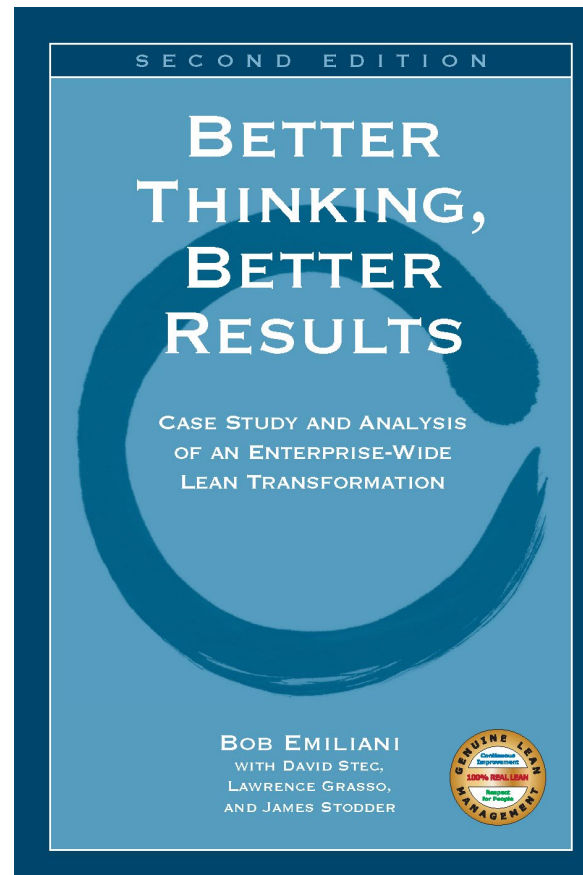
# Practical Lean Leadership

A Strategic Leadership  
Guide for Executives

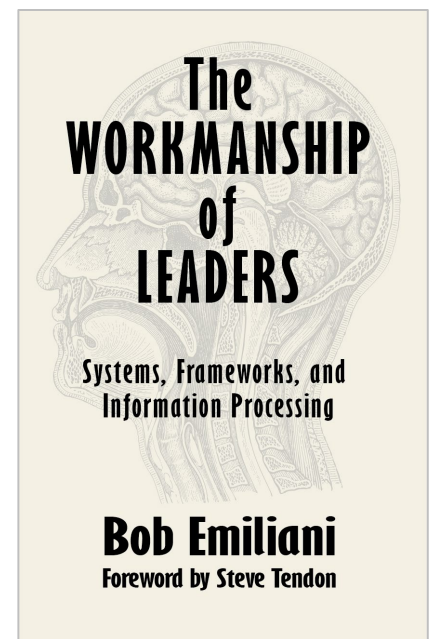
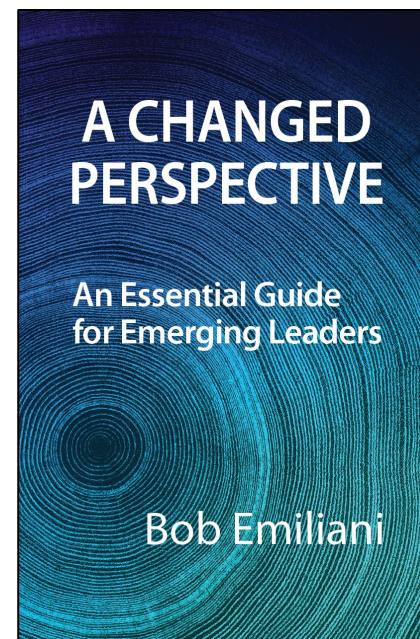
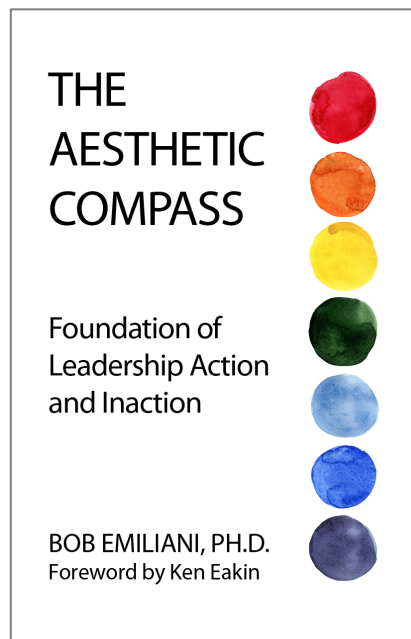
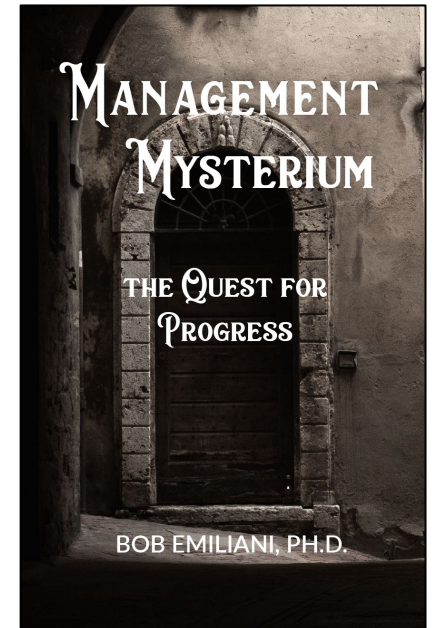
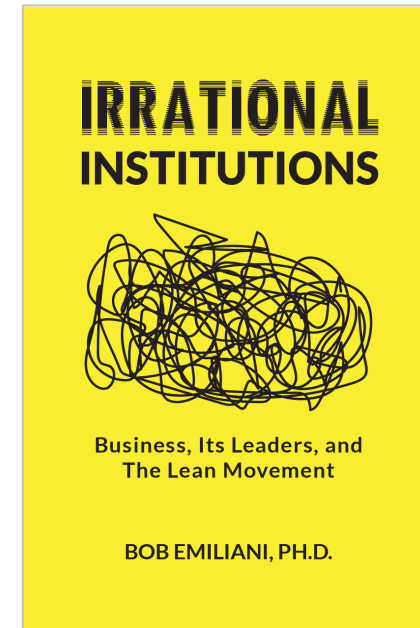
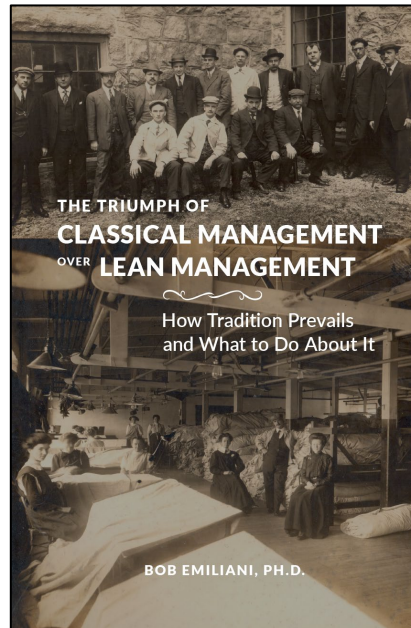


Bob Emiliani

If you want to learn about Toyota-style kaizen, the fundamental method for process improvement from which all the popular “Lean tools” are derived.



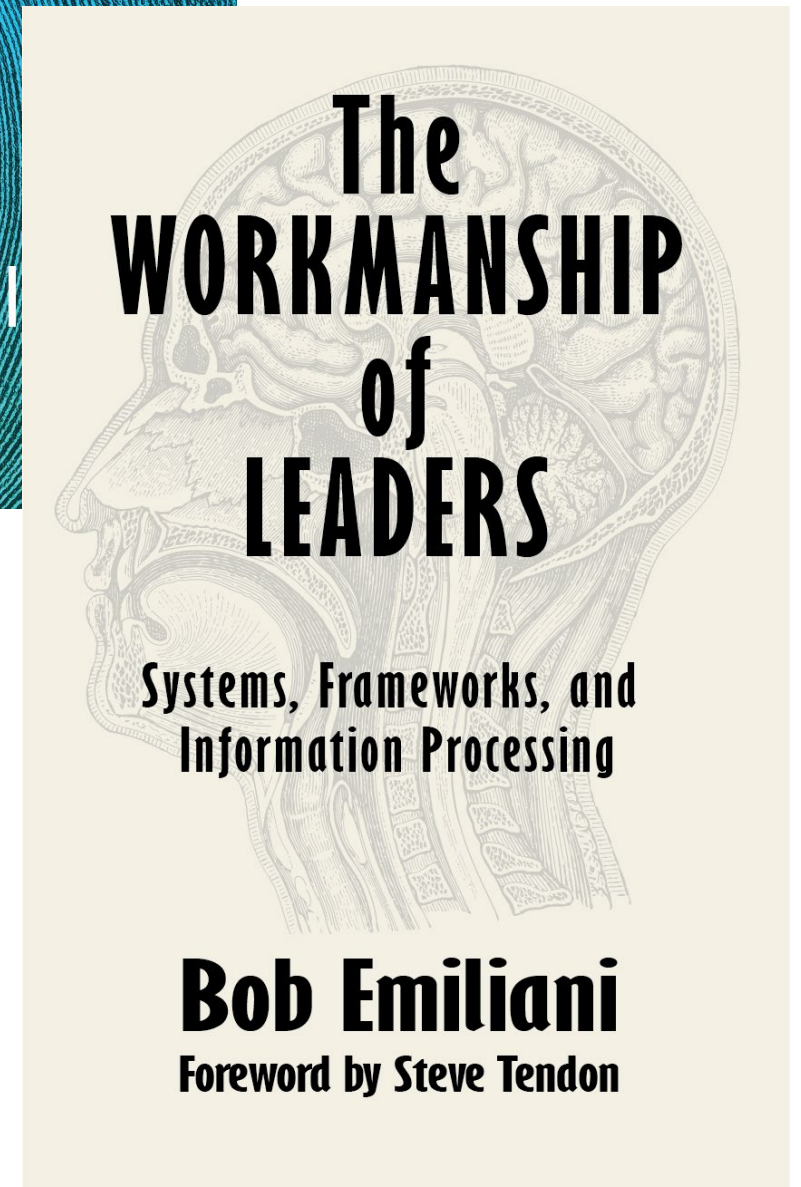
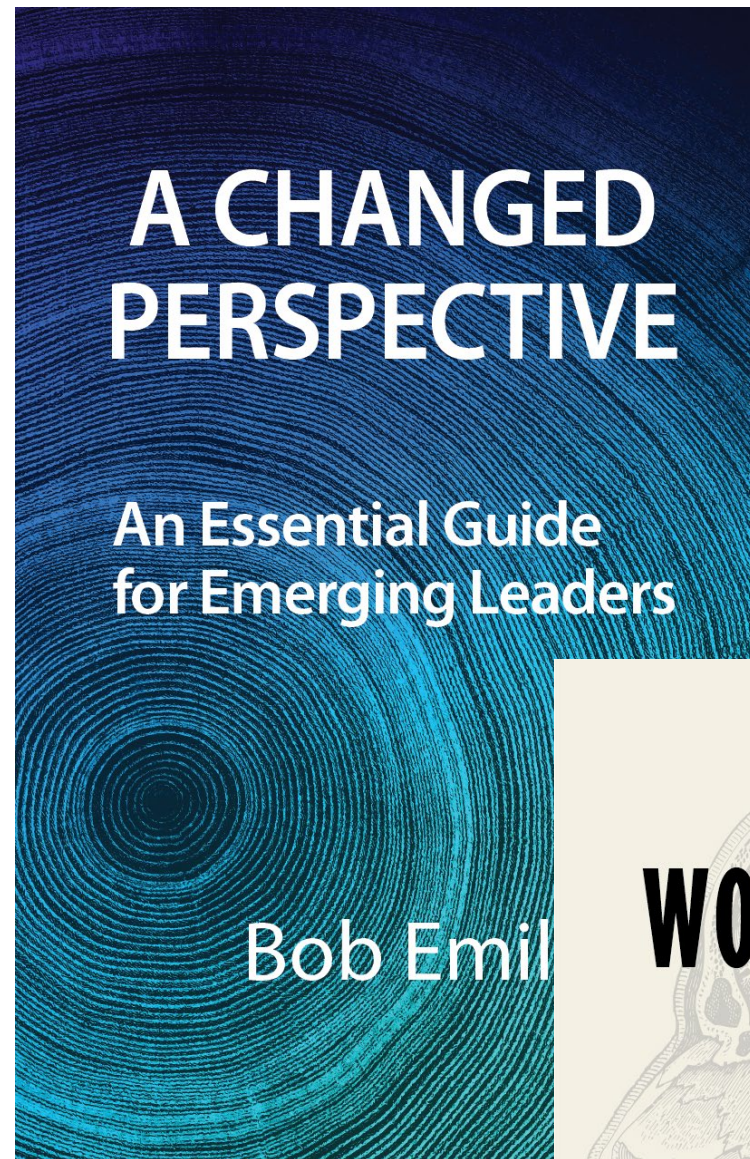
If you want to learn why it is so difficult to improve leadership and management of organizations.



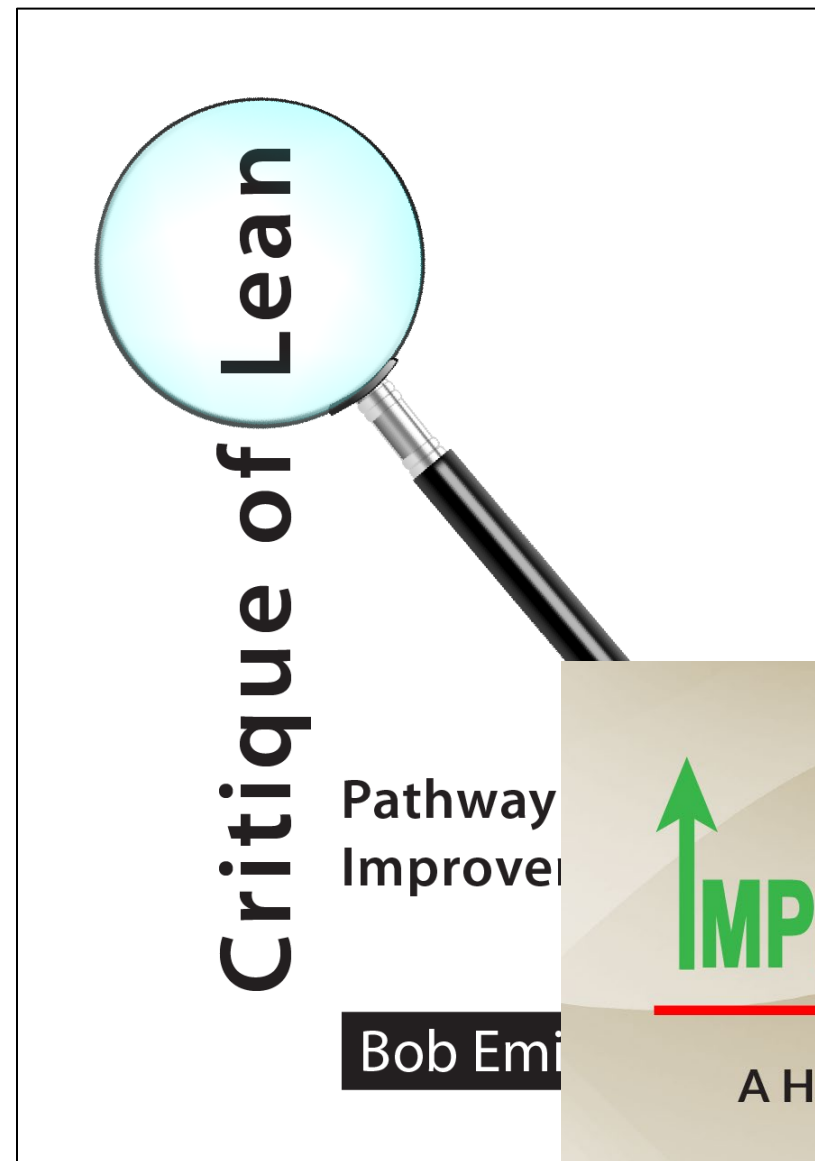
Read in this order: Triumph of Classical Management, Irrational Institutions, Management Mysterium, The Aesthetic Compass, A Changed Perspective, and the Workmanship of Leaders



If you want to gain a different understanding of leadership and learn why the thinking and practice of leadership remains mostly unchanged over time.



If you want to learn how to improve Lean management thinking and practice to have greater success in the future.

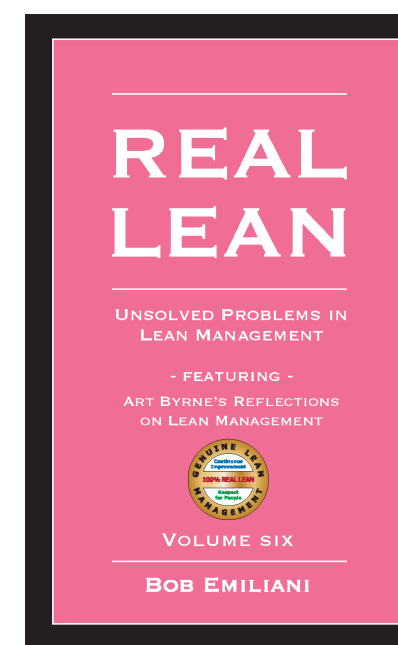
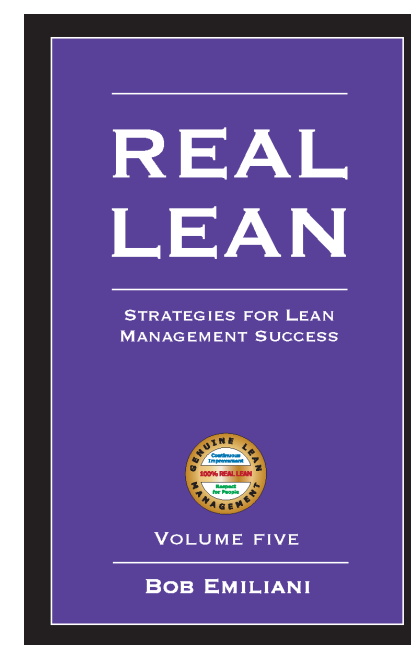
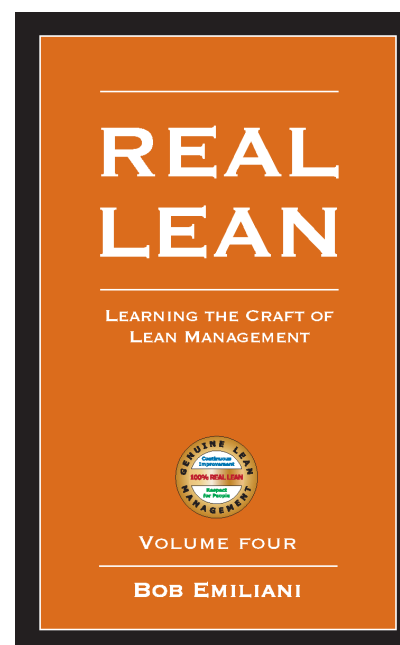
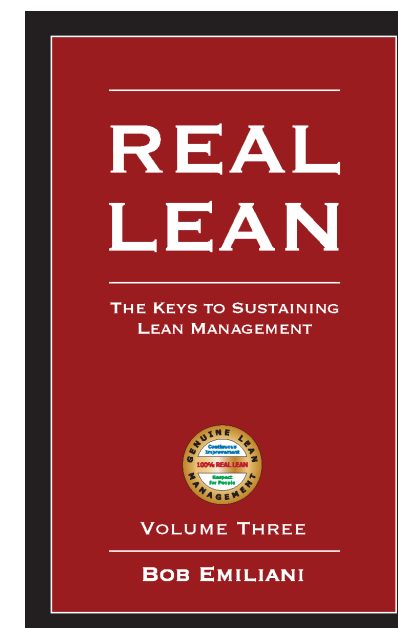
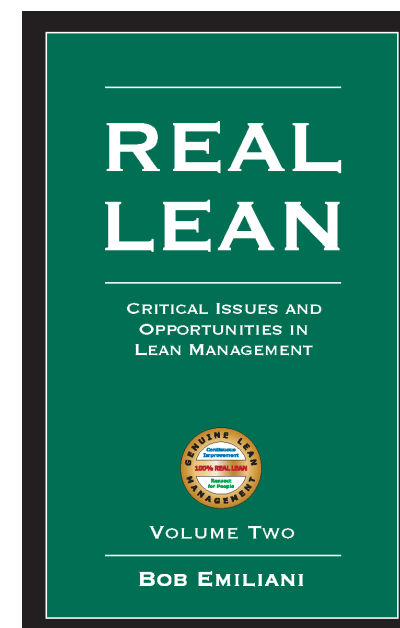
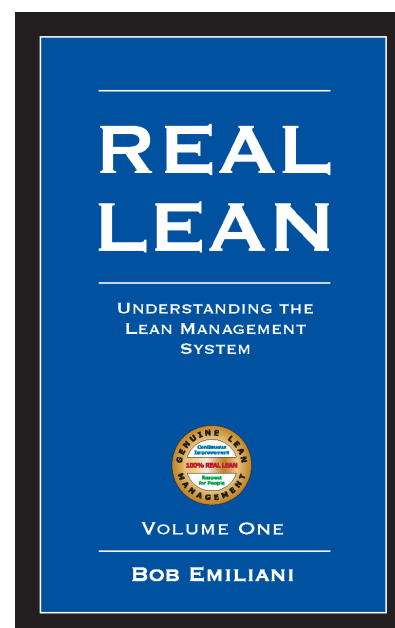


Pathway  
Improvement

Bob Em



If you want  
an eclectic  
reading on  
Lean  
management,  
ranging from  
mindset to  
methods to  
management  
history.



Read in this order: Volume One to Volume Six

If you want to read a summary of the Real Lean book series and an early (2011) attempt at categorizing the preconceptions that inhibit the advancement of Lean.

# MOVING FORWARD FASTER

The Mental Evolution from Fake Lean to REAL Lean



Bob Emiliani



If you want to  
an eclectic  
reading on  
numerous  
aspects of  
Lean  
management.

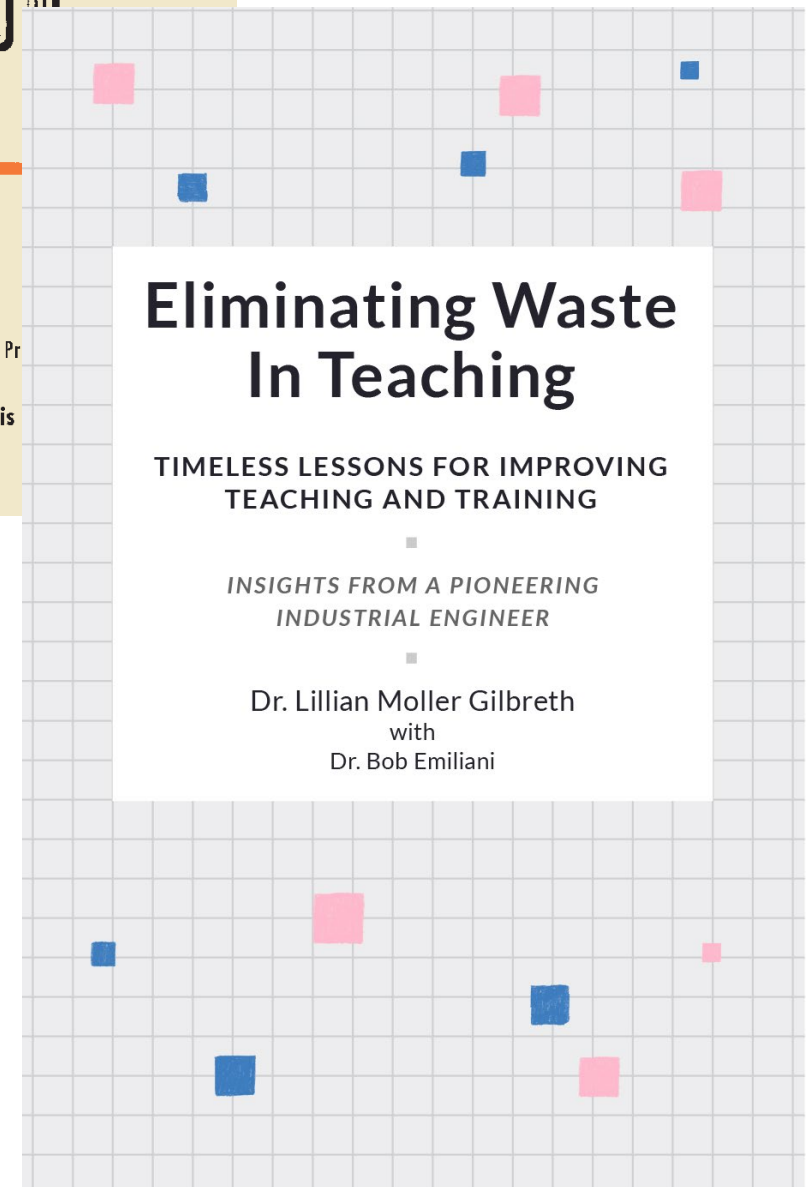
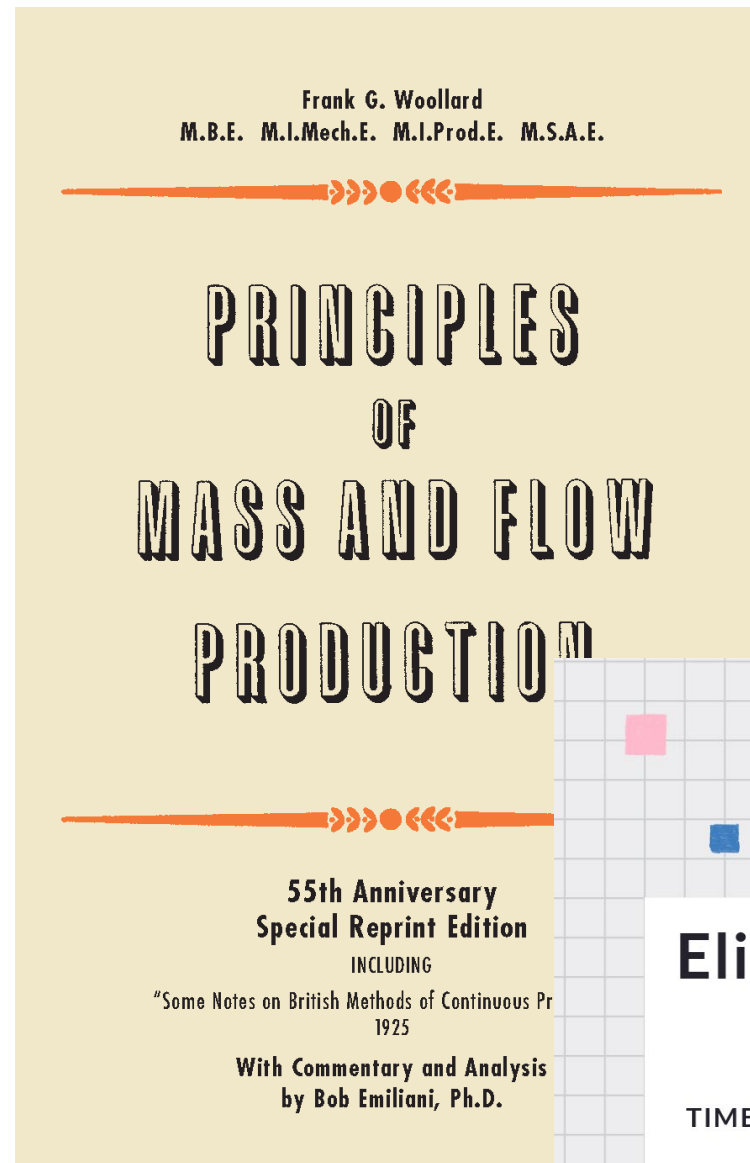
# LEAN IS NOT MEAN

**68 Practical Lessons  
In Lean Leadership**

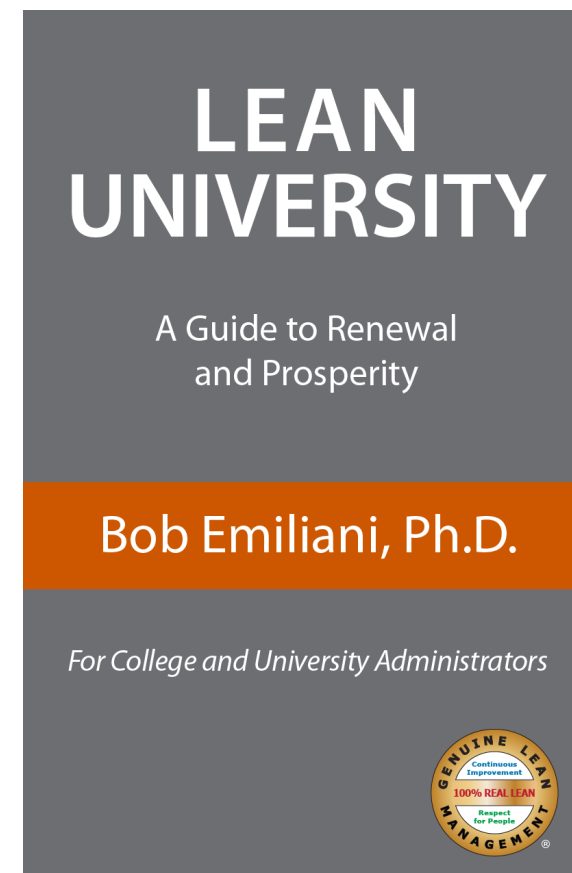
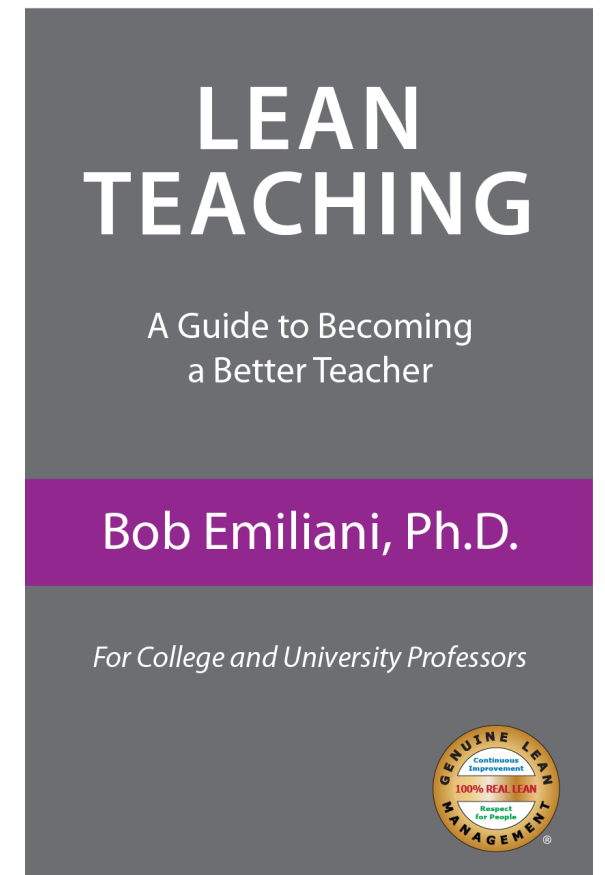
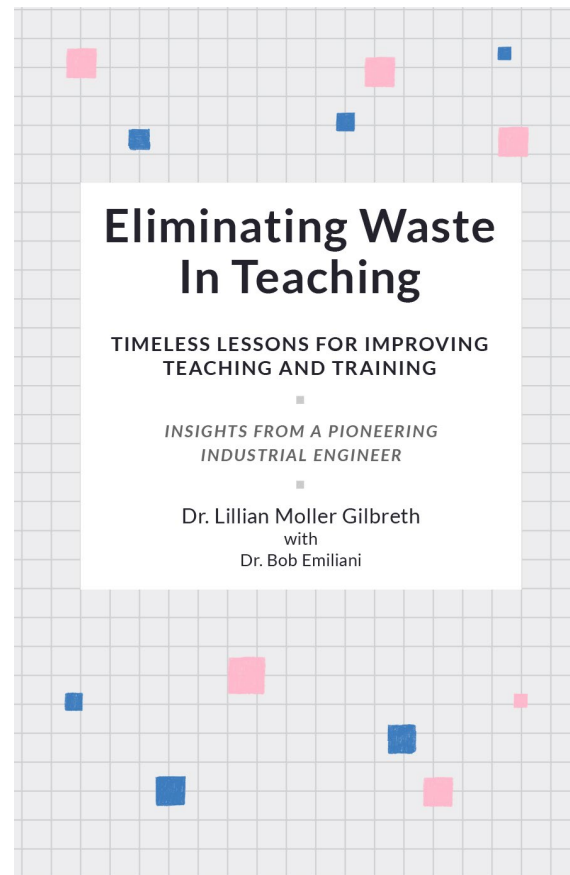
**Bob Emiliani**  
Author of *Practical Lean Leadership*



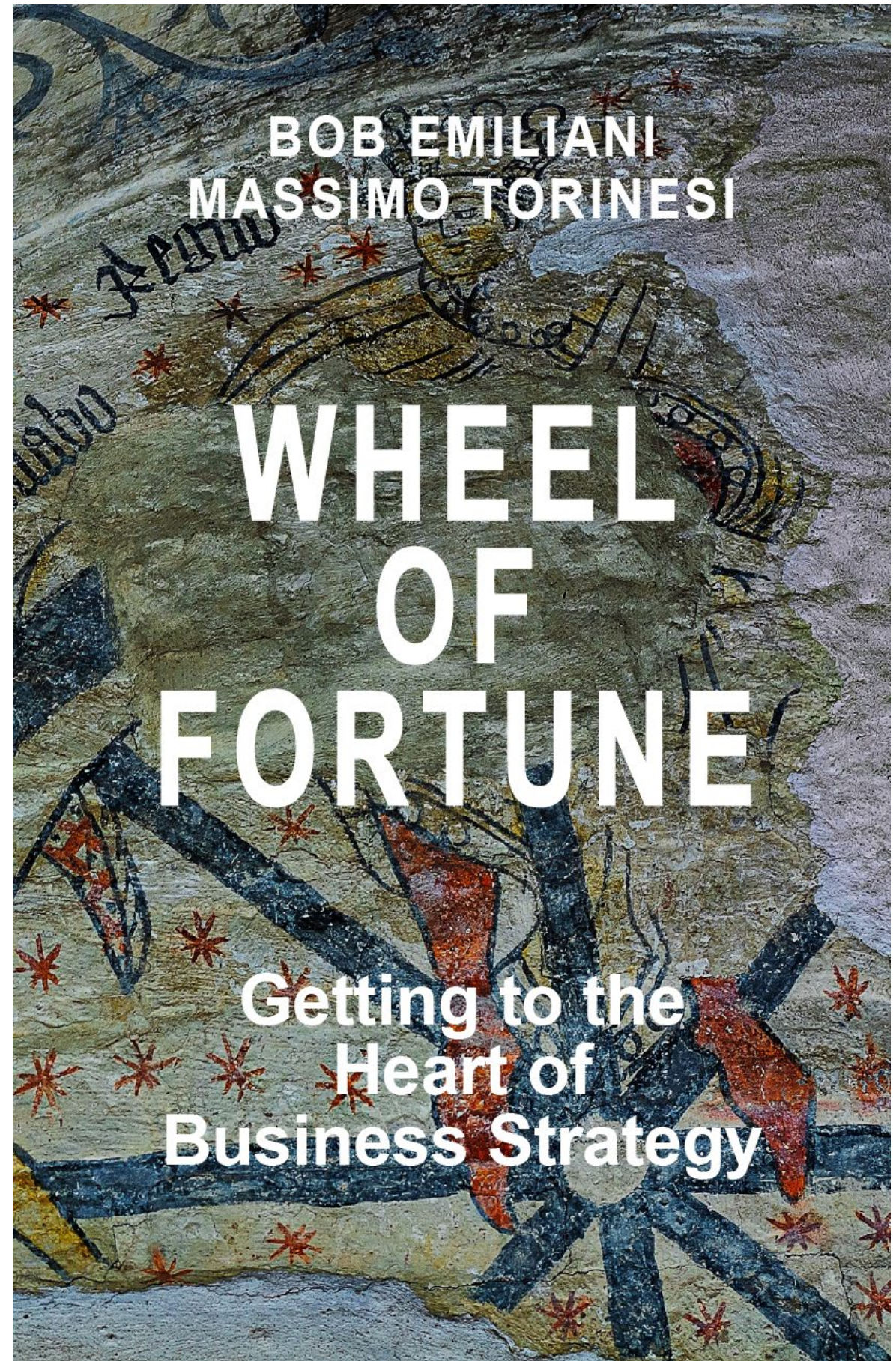
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If you want to learn how to improve teaching, training, and administration of educational institutions.



If you want to gain a different understanding of strategy and learn how and why business strategies fail so often.





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and manager  
but do not  
want the  
burden of  
personal or  
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**A New Way to Lead for  
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**Bob Emiliani, Ph.D.**

Foreword by Massimo Torinesi

**“Looking at leadership from a process  
perspective rather than a behavioral  
perspective is brilliant.”**

▪ **Second Edition** ▪

**As Always,**



Contact me if you have questions.

[bob@bobemiliani.com](mailto:bob@bobemiliani.com)

or

DM me on LinkedIn