

The Time Has Come to Say What Needs to Be Said.

Which Principles Are for You?

This...



Never Give Up

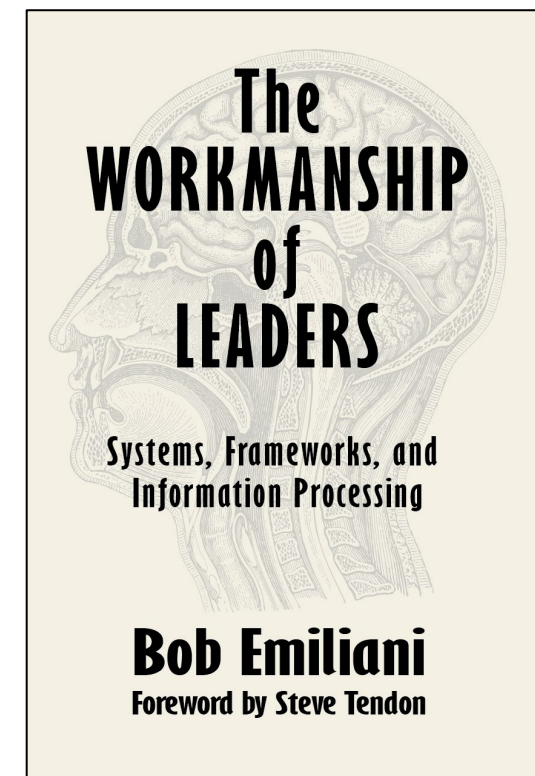
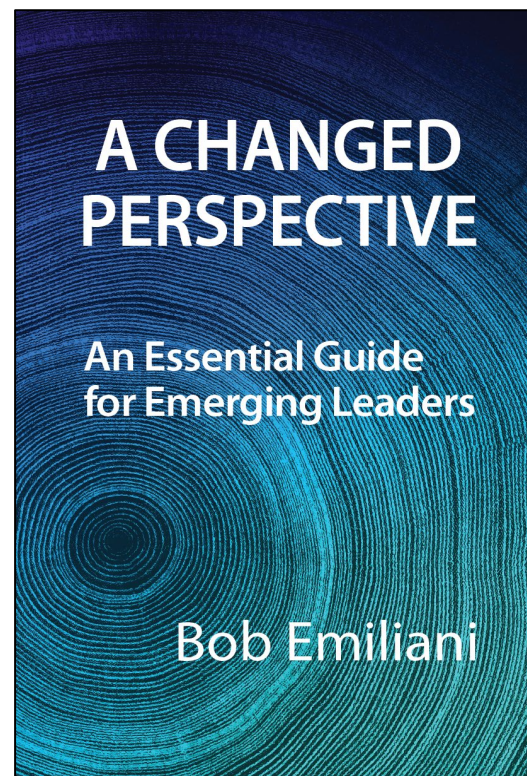
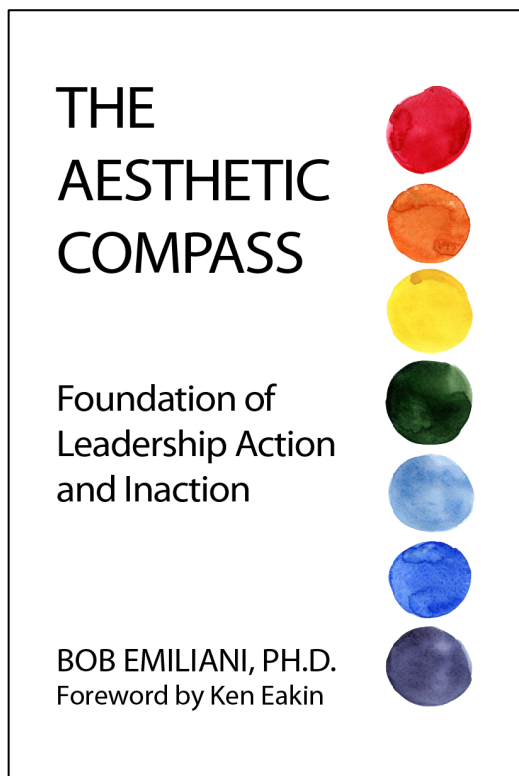
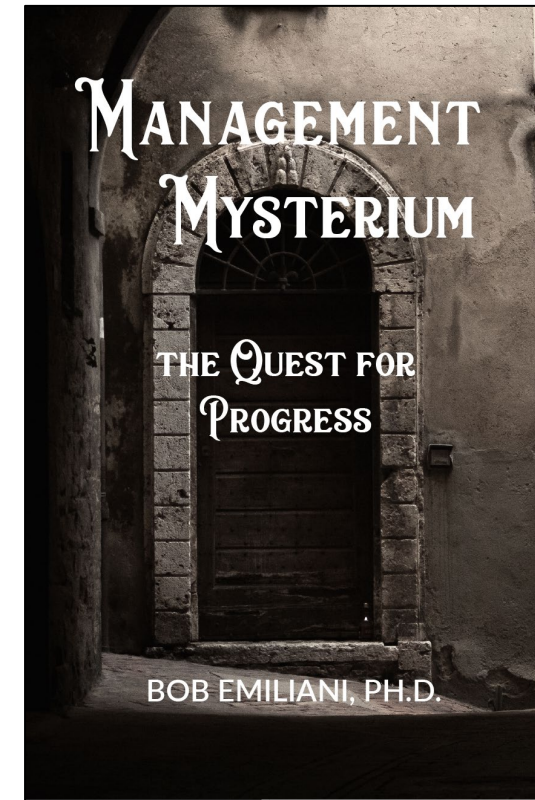
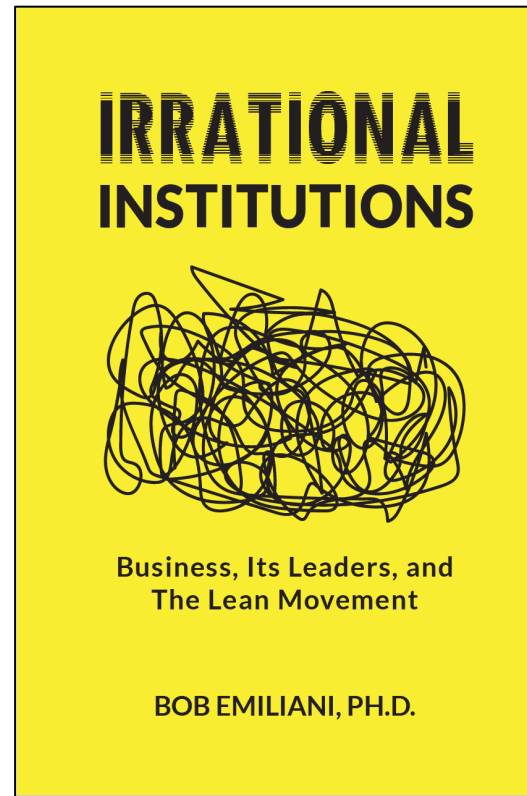
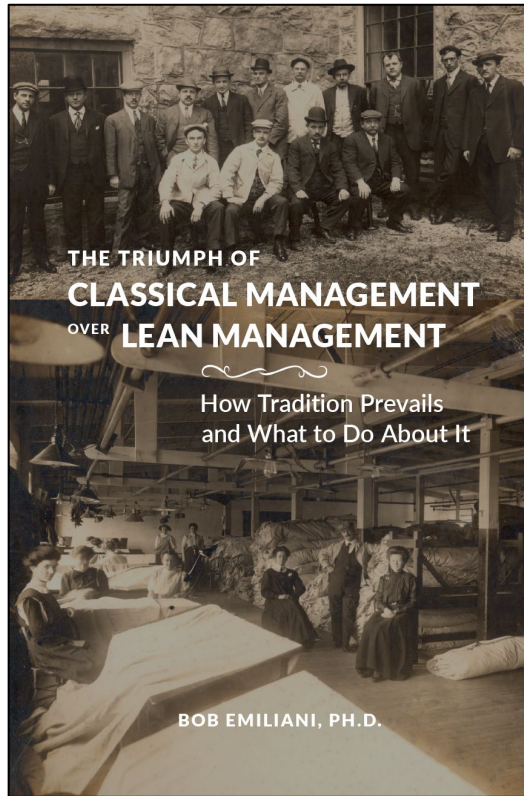
or this?



Surrender

Most, if not all, the top Lean promoters and influencers view my recent work (since 2018) as “sending the same negative message over and over” (quoting Jeffrey Liker). They do not want to acknowledge the problem that my work addresses.

My Recent Work



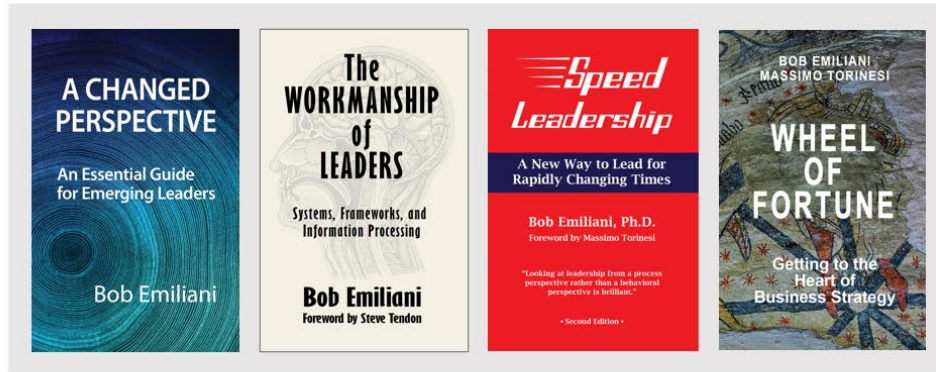
What Jeffrey Liker and the other top Lean promoters and influencers who think like him fail to recognize is:

1

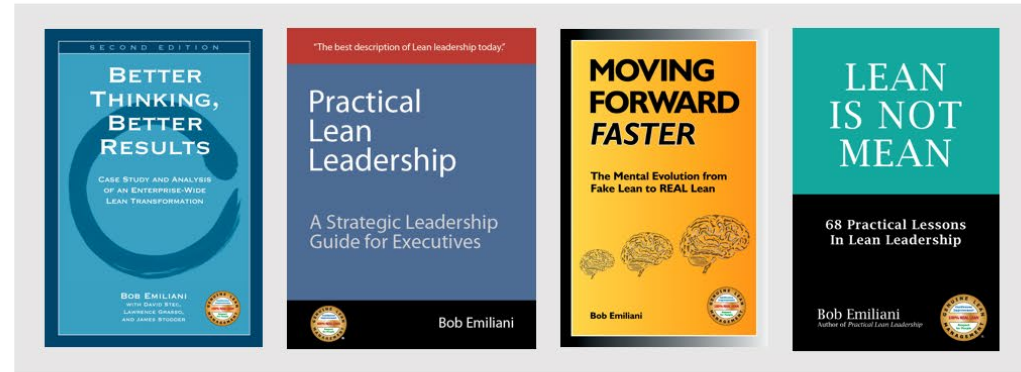
Over 85% of my work is a positive message. But why must scholarship stop at positive messages? One famous Toyota promoter lamented publication of the second edition of *“Better Thinking, Better Results”* in 2007 because it explained how and why The Wiremold Company’s Lean transformation was reversed soon after it was acquired, and thus “ruined a good story” (quoting the famous Toyota promoter). Ruined a good story? No. It helps people understand a BIG problem that they will surely encounter so that they can try to avoid it.

Overall Body of Work

Leadership Reimagined



Lean Leadership



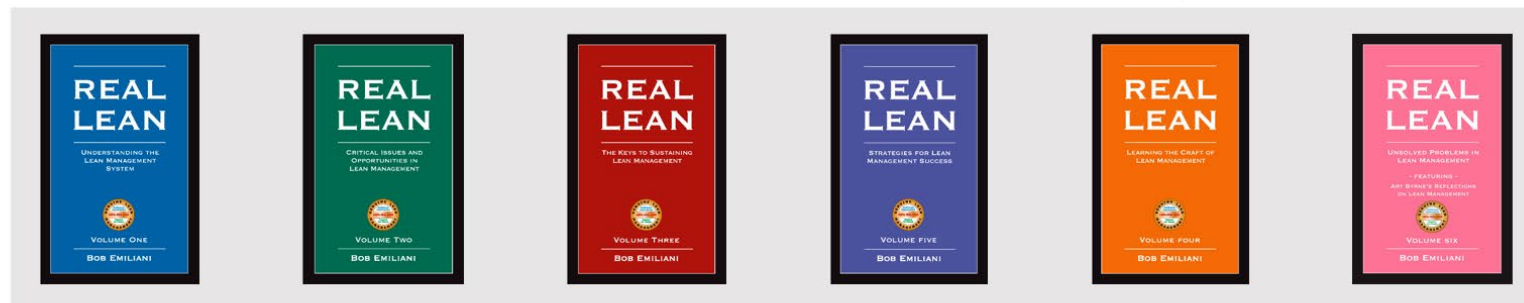
Why Most Leaders Prefer Classical Management



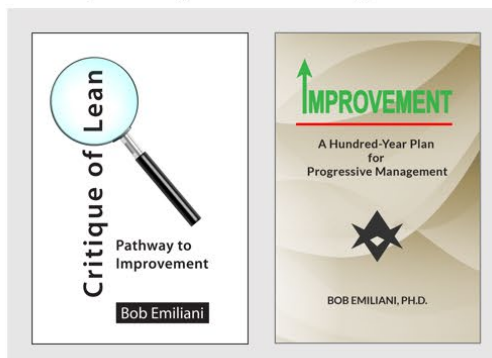
Kaizen



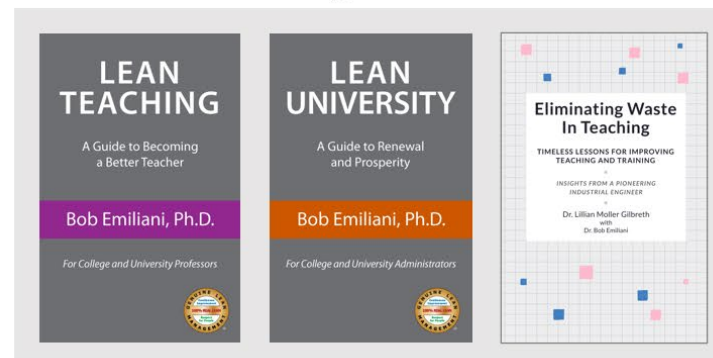
Lean Leadership • Lean Management • Management History



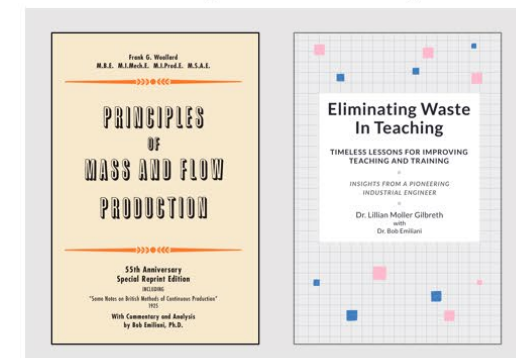
Improving Lean Management



Lean in Higher Education



Management History



Overall Body of Work

Paper	Journal	Publication Details
"Manifesto for Lean Management: 2022 and Beyond"	unpublished work	26 July 2022
"Engaging Faculty in Lean Teaching"	<i>International Journal of Lean Six Sigma</i>	Vol. 6, Issue 1, 2015
"Music as a Framework to Better Understand Lean Leadership"	<i>Leadership and Organizational Development Journal</i>	Vol. 34, Issue 5, 2013, pp. 407-426
"Frank George Woollard: Forgotten Pioneer of Flow Production"	<i>Journal of Management History</i>	Volume 17, Issue 1, 2011, pp. 66-87
"Standardized Work for Executive Leadership"	<i>Leadership and Organizational Development Journal</i>	Vol. 29, No. 1, 2008, pp. 24-46
"Improving Management Education"	<i>Quality Assurance in Education</i>	Vol. 14, No. 4, 2006, pp. 363-384
"Origins of Lean Management in America: The Role of Connecticut Businesses"	<i>Journal of Management History</i>	Vol. 12, No. 2, 2006, pp. 167-184
"Leaders Lost in Transformation"	<i>Leadership and Organizational Development Journal</i>	Vol. 26, No. 5, 2005, pp. 370-387
"Using Kaizen to Improve Graduate Business School Degree Programs"	<i>Quality Assurance in Education</i>	Vol. 13, No. 1, 2005, pp. 37-52
"Using Value Stream Maps to Improve Leadership"	<i>Leadership and Organizational Development Journal</i>	Vol. 25, No. 8, 2004, pp. 622-645
"Improving Business School Courses by Applying Lean Principles and Practices"	<i>Quality Assurance in Education</i>	Vol. 12, No. 4, 2004, pp. 175-187
"Is Management Education Beneficial to Society?"	<i>Management Decision</i>	Vol. 42, No. 3/4, 2004, pp. 481-498
"Linking Leaders' Beliefs to Their Behaviors and Competencies"	<i>Management Decision</i>	Vol. 41, No. 9, 2003, pp. 893-910
"A Mathematical Logic Approach to the Shareholder vs. Stakeholder Debate"	<i>Management Decision</i>	Vol. 39, No. 8, 2001, pp. 618-622
"Redefining the Focus of Investment Analysts"	<i>The TQM Journal</i>	Vol. 13, No. 1, 2001, pp. 34-50
"The False Promise of 'What Gets Measured Gets Managed'"	<i>Management Decision</i>	Vol. 38, No. 9, 2000, pp. 612-615
"The Oath of Management"	<i>Management Decision</i>	Vol. 38, No. 4, 2000, pp. 261-262
"Cracking the Code of Business"	<i>Management Decision</i>	Vol. 38, No. 2, 2000, pp. 60-79
"Lean Behaviors"	<i>Management Decision</i>	Vol. 36, No. 9, 1998, pp. 615-631
"Continuous Personal Improvement"	<i>Journal of Workplace Learning</i>	Vol. 10, No. 1, 1998, pp. 29-38
"Supporting Small Businesses in their Transition to Lean Production"	<i>Supply Chain Management: An International Journal</i>	Vol. 5, No. 2, 2000, pp. 66-70
"The Making of a Lean Aerospace Supply Chain"	<i>Supply Chain Management: An International Journal</i>	Vol. 4, No. 3, 1999, pp. 135-144

2

The kaizen mind (and kata mind?) adores problems, which are of course “negative messages.” Problems are precious gems that focus our attention on what needs improvement. Our overall lack of success at engaging top leaders and Lean transformations are problems to adore, not ignore.

3

Thinking scientifically does not mean “try to stay positive and get wins when we can” (quoting Jeffrey Liker again), but to learn why the best we have been able to do – over more than three decades of effort by tens of thousands of people – is to only “get wins when we can.” That sounds a lot like surrendering and refusing to learn what stands in the way of doing better.

4

Continuously improving the advancement of Lean management means to recognize our general ineffectiveness, learn why, and take action to improve. It means to seek out and absorb new information, develop new ideas, and experiment. Try it and see! But, if you prefer, you can instead submit to the continuous gaslighting from your top influencers.

5

“Respect for People” in relation to the advancement of Lean management means to not be fatalistic and merely take what others are willing to give. We must substantially improve the framing and methods used to advance Lean. We have long been at a standstill in this regard, and only new information detailing the causes of our collective lack of success and new ideas will move things forward.

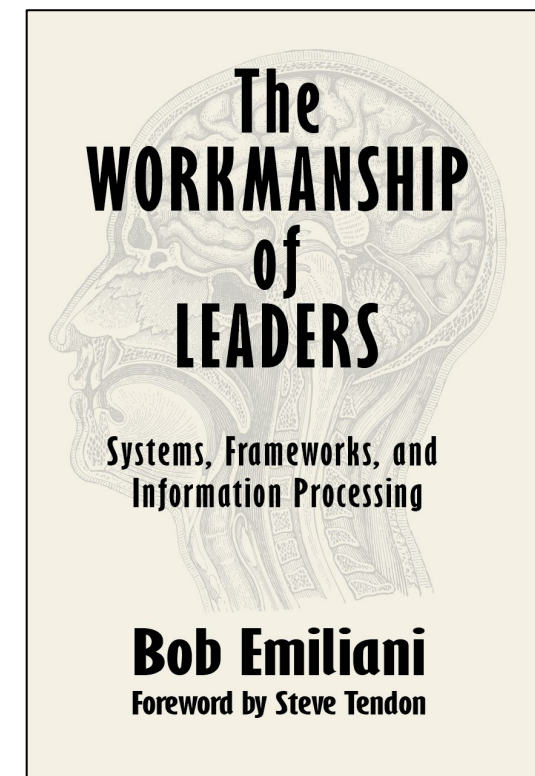
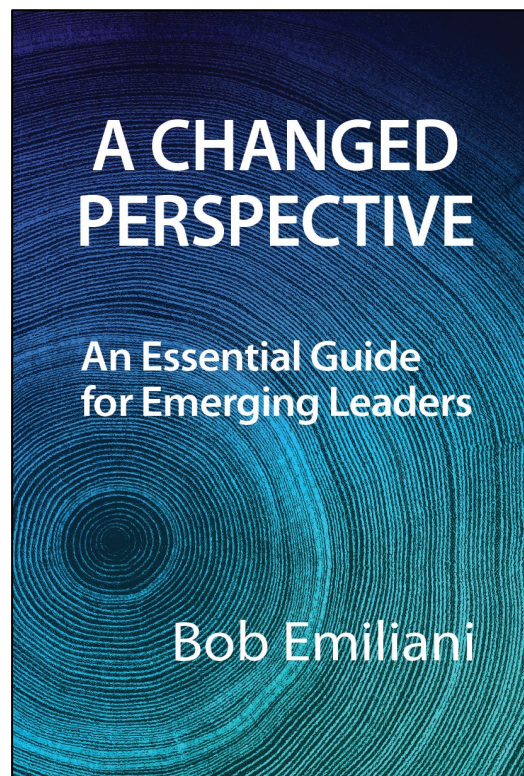
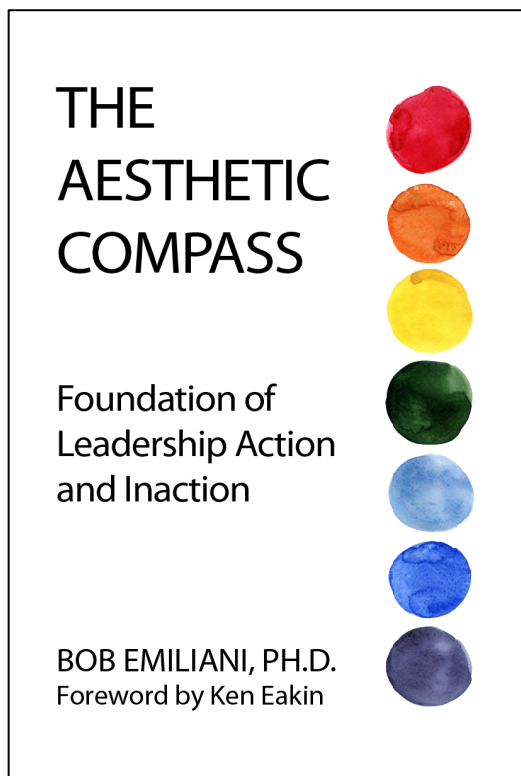
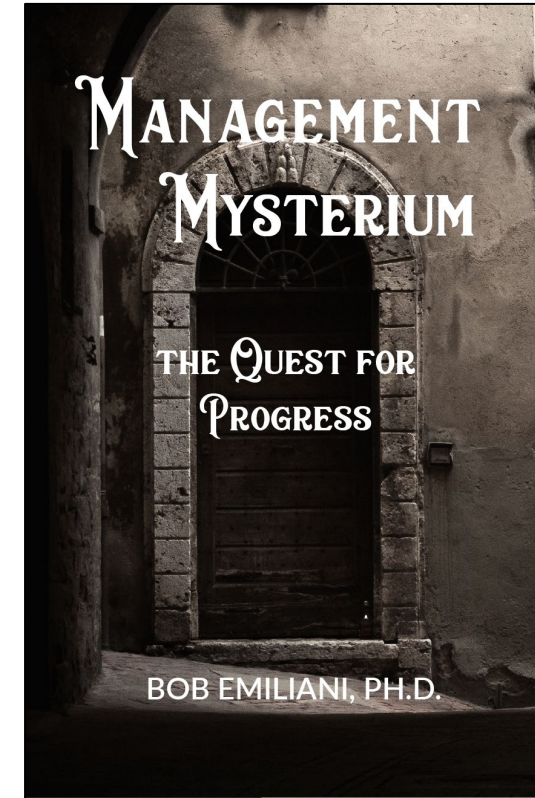
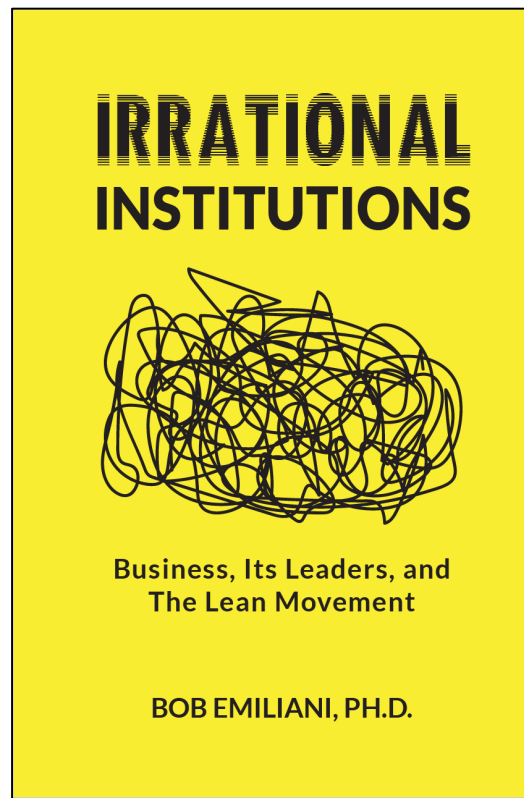
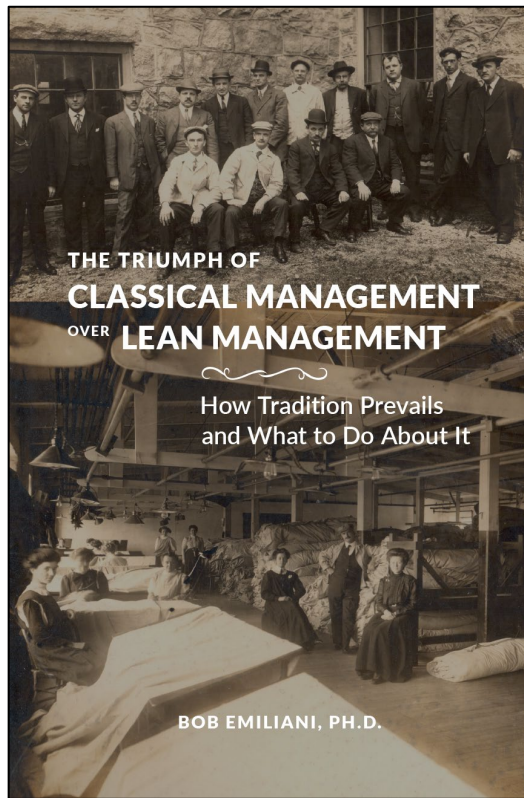
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The top Lean promoters and influencers seem to be satisfied with the situation as it is. How can that be? Well, it seems they are busy working, making money, and enjoy high status. So why bother learning and improving? These cannot be the top promoters and influencers because they lack the desire to evolve. So, you must think for yourself.

It is not too much to expect that these very intelligent and prominent people should see my recent work the same way as my readers do: as helping them learn the deep and interconnected causal relationships that have impaired the implementation of Lean in their organization and advancement of the Lean movement so that they can improve. These readers are showing not just “Respect for People,” but, importantly, “Respect for Self” in wanting to gain clarity, lessen frustrations, think, and develop their capabilities, as well as improving their emotional and physical well-being. Their desire is to evolve.

Viewing my recent work as a “negative message” reflects pedestrian business-like optimism, not the scientific mind of someone who is curious to learn more and try out new ideas. It is not surprising that these people have succumbed to business logic while advocating for and publicly claiming to be “scientific thinkers.” Call it what it is: a farce.

Negative Messages? No Way. It is Problem-Solving.



Start to see the positive Lean messages, uttered over and over again, as sustaining the status quo; as preventing you from learning what you need to learn and improving what you need to improve.

And please remember this:



Continuous
Improvement



Respect
For People

Never Give Up

not this:



Try to Stay
Positive



Get Wins
When We Can

Surrender

This is not what Toyota teaches us.

Try to Stay
Positive

Get Wins
When We Can

Surrender

Thank You



Contact me if you have questions,
comments, or complaints.

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