

If **Toyota** or **Lean**
has taught you anything,
it is this:

The cause of a problem is rarely what you think it is.

Comments on LinkedIn
responding to this question
have been illuminating*

* but not in a good way.

“Why has Lean not been adopted more broadly by the C-Level in the USA?”

Or elsewhere around the world.

Source: Randy Kesterson, LinkedIn, 6 August 2023

The answers are:

ROI of Lean is not clear

Lack of leadership buy-in

Lack of leadership

Executive compensation

Results from Lean unclear to C-level

C-level focused on EBITA

C-level greed

Leaders don't respect workers

Lean seen as just cost-cutting

Short-term thinking

Leadership not engaged

C-suite focused on shareholders

Focus is on individual success

Executive hubris

Leaders lack empathy and humility

Wrong leadership behaviors

Short tenure of C-level leaders

MBA programs

Focus is on Lean tools

Lack of long-term commitment

Firefighting culture

Hero worship

Wrong culture for Lean

Organizational politics

Delegating Lean

WIFM not explicit

Respectfully, the responses are
stale (same as 30+ years ago)
and superficial.

If we stop there,
the solutions are obvious:
Just do the opposite!

Is it that easy?

Unfortunately, no.

The question will never be effectively answered at this level of understanding.

Lean people must dig much deeper into the details.

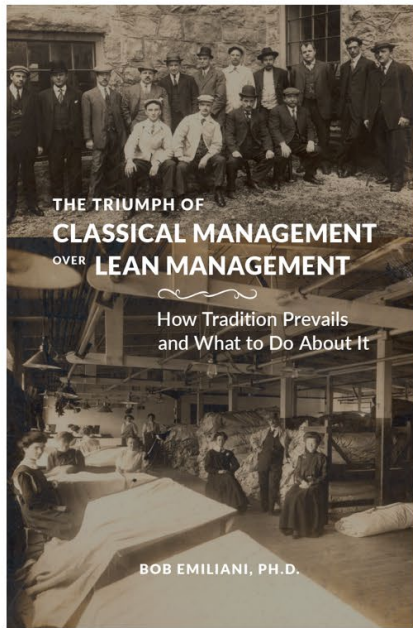
You won't like what you see.

But at least you will understand
the problem better and learn
deeper levels of causality.

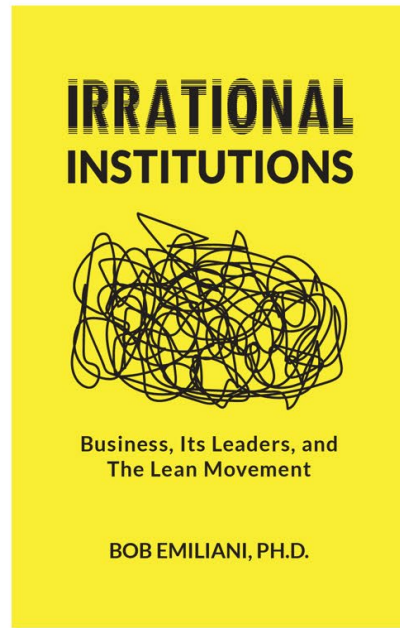
“Highly recommended. These books examine the underlying ideologies and thought paradigms that shaped the approach to management and leadership over the recent centuries and relate clearly to current practices and explain the observed discord between the scientifically oriented mind and the business oriented mind...”

Start Here

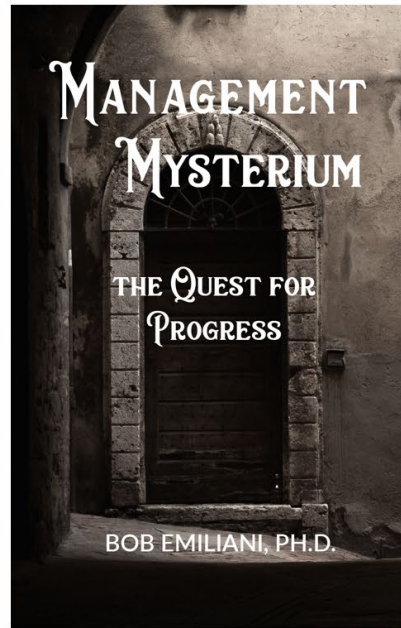
And continue if your curiosity is aroused.



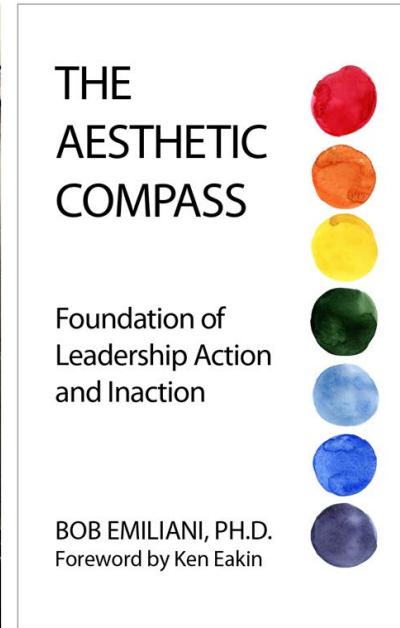
2018



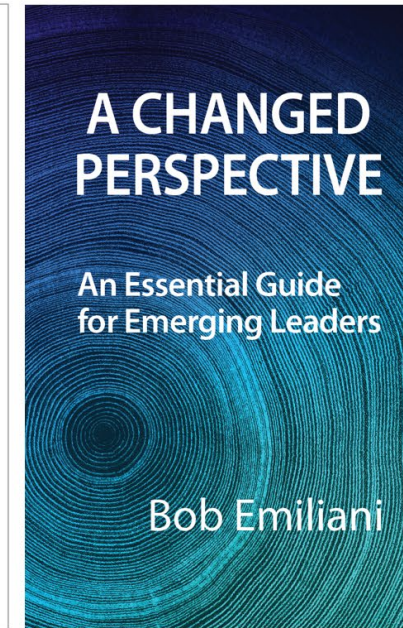
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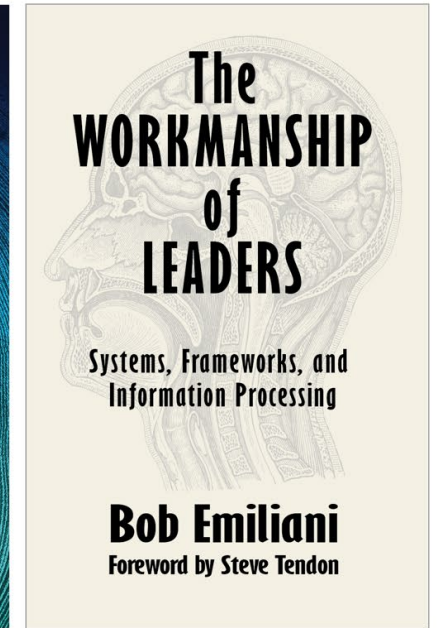
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2022



2023



2023

“The Triumph of Classical Management Over Lean Management is simply enlightening. Thank you for this ‘root cause analysis’ masterpiece.”

Stay up-to-date.

Learn more at
bobemiliani.com/books

“Curiosity drove me to The Triumph of Classical Management over Lean Management and courage keeps me engaged to stay the course and challenge the status quo.”

And that is the start of the
path to finding solutions
to Lean's #1 problem:

“Why has Lean not been adopted more broadly by the C-Level in the USA?”

Or elsewhere around the world.

Randy Kesterson, LinkedIn, 6 August 2023

The alternative is to waste
another 35 years wondering why
most leaders are not interested
in Lean management.

Let's improve, together.
