

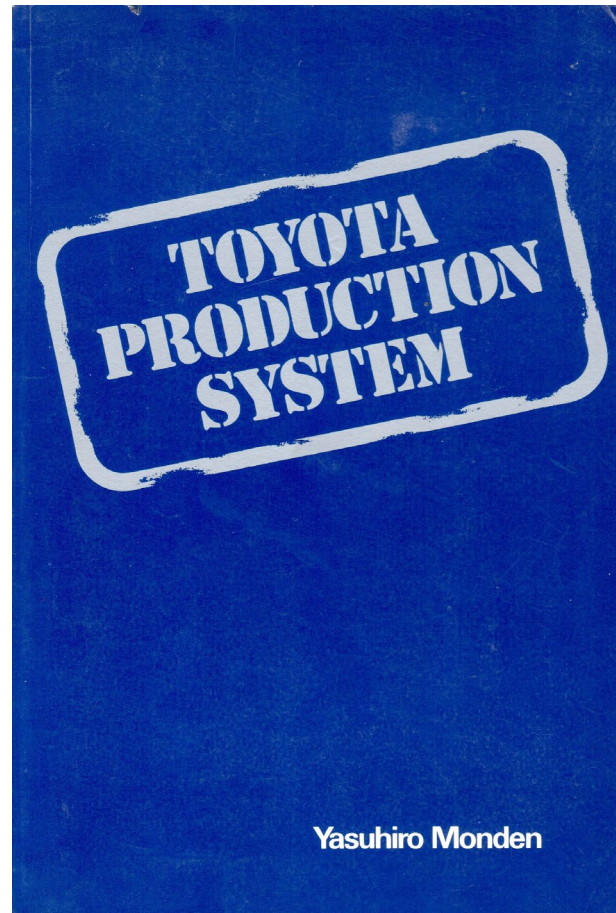


**How Did Lean,
An Anglo-American
Interpretation of TPS and
The Toyota Way,
Become So Popular?**

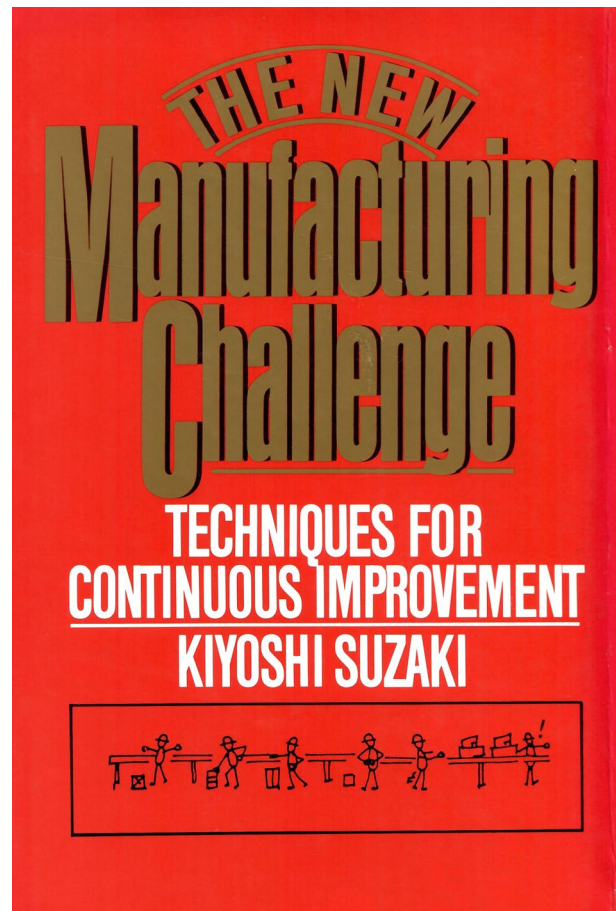
18 October 2023

There Were Better Interpretations

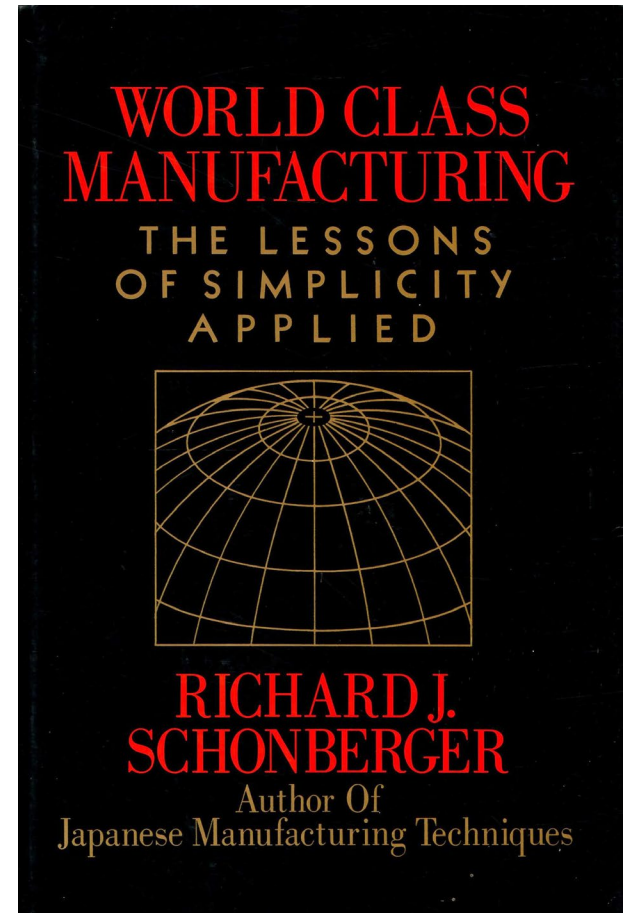
1983



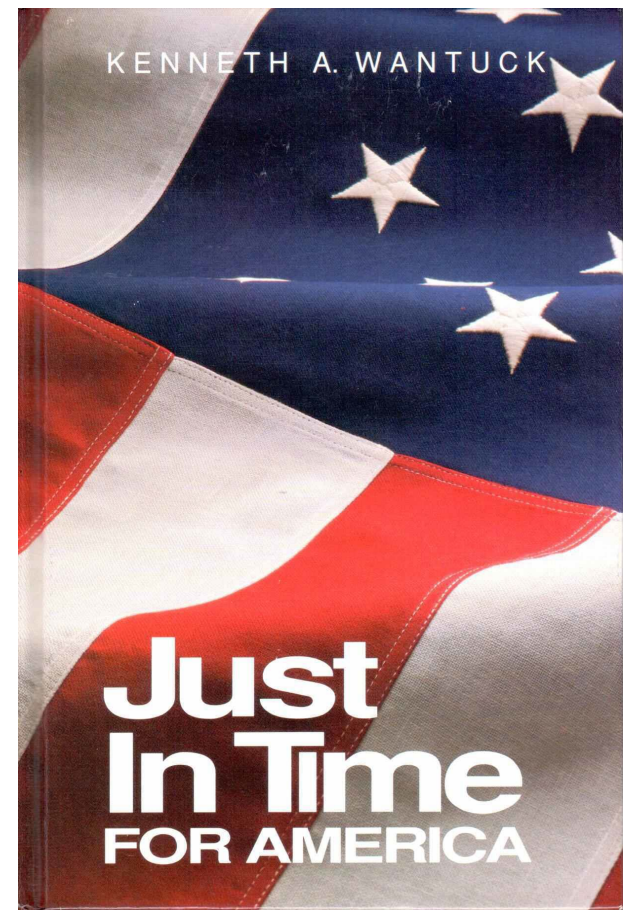
1987



1986



1989



But Lean Dominated Why?

Prestigious Birthplace of Lean



**Massachusetts
Institute of
Technology**

Social Status of Leaders



Clear Purpose



Persuasive Argument

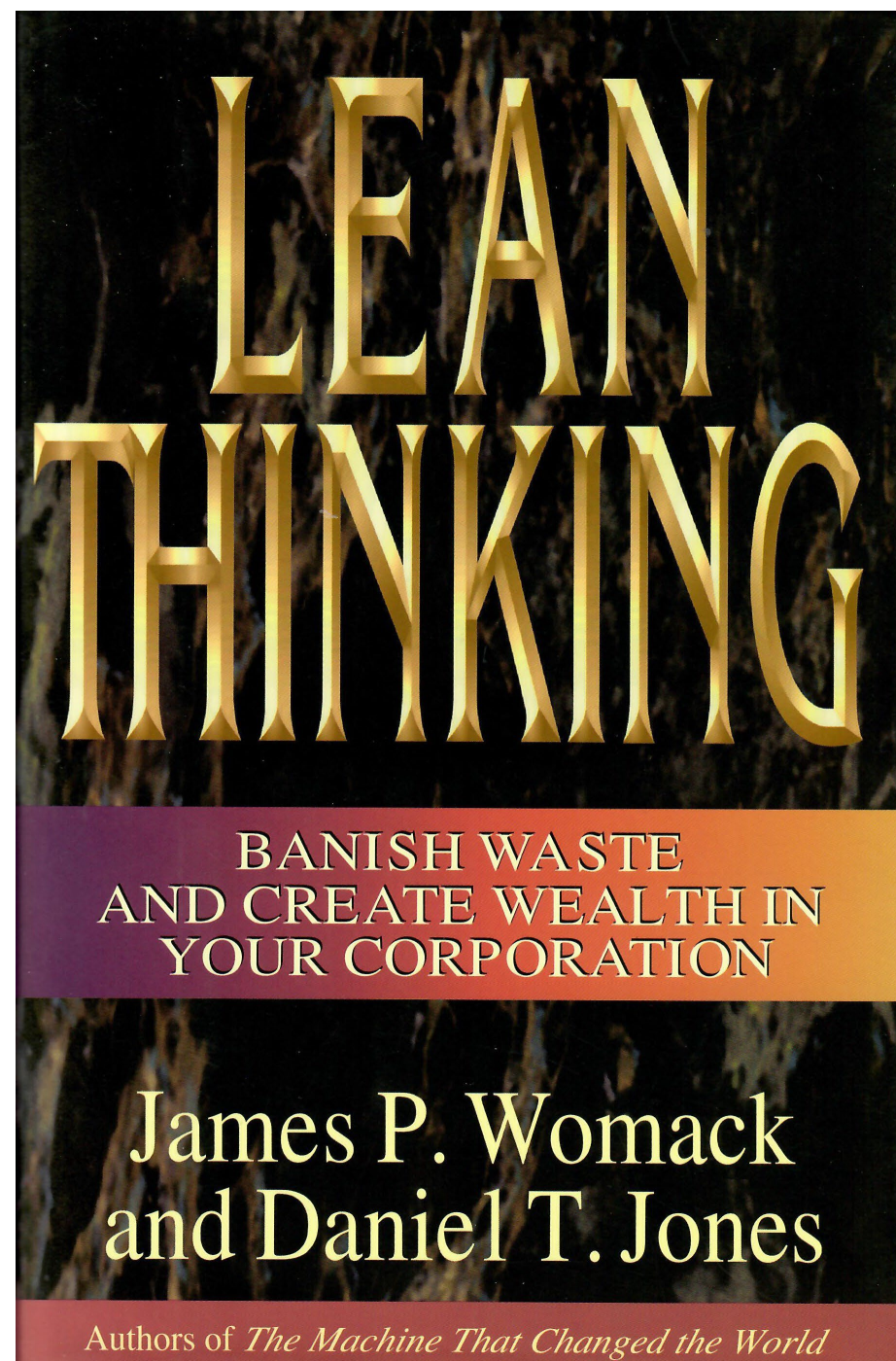


Confidence and Credibility of Leaders*



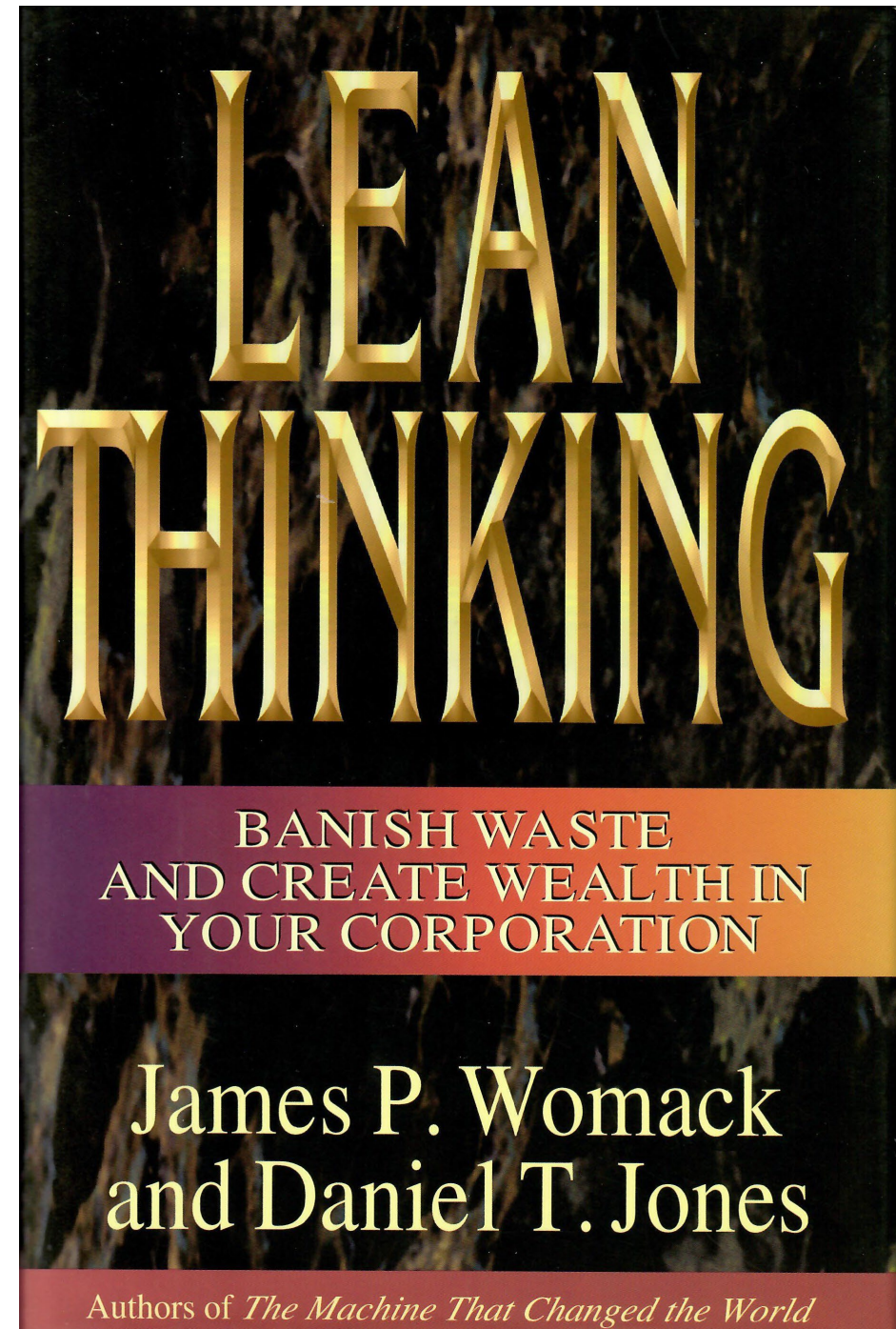
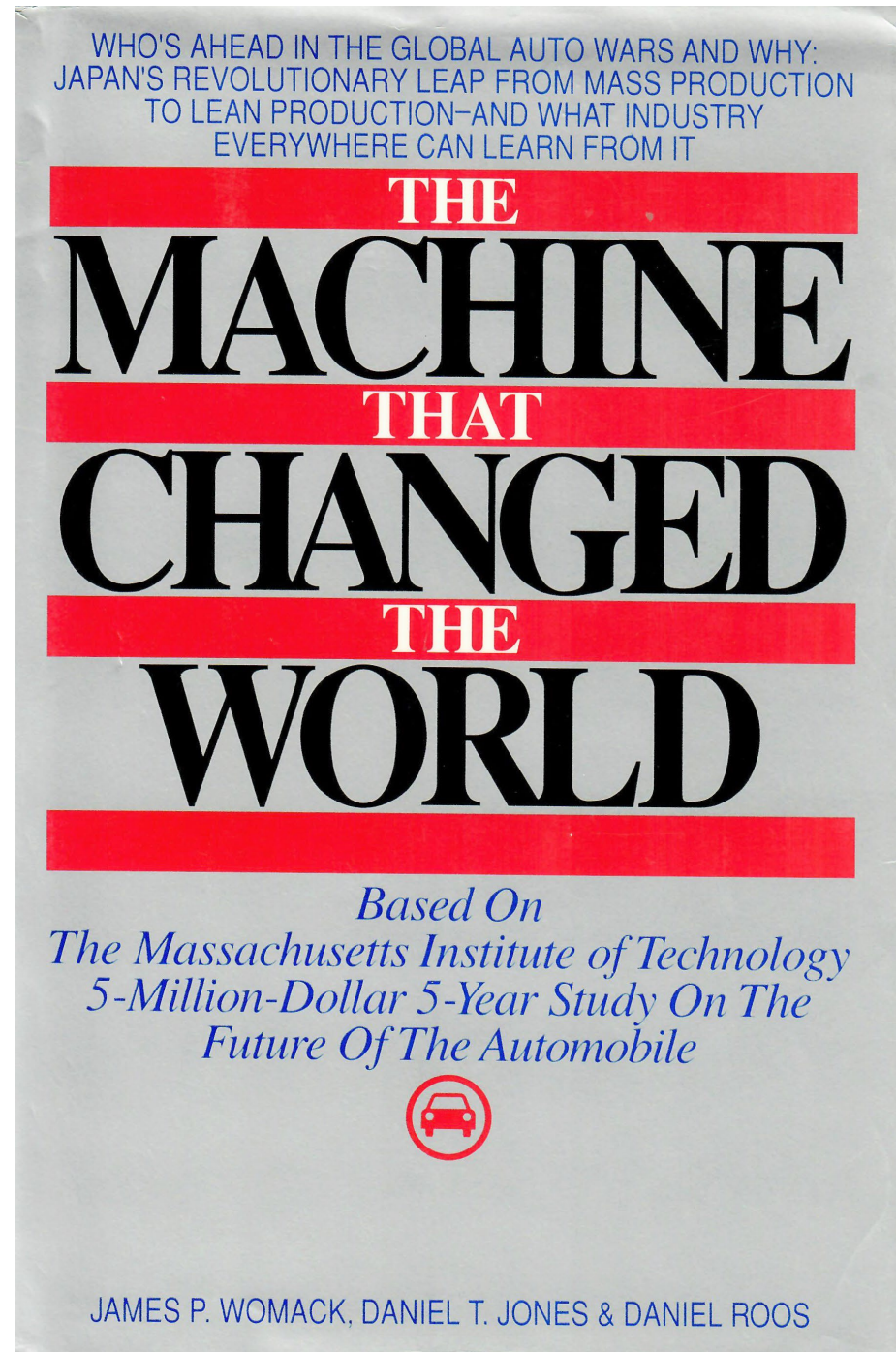
* Dan's British accent and Jim's somber voice were extremely helpful.
Image Source: <https://totalqualitymanagement.wordpress.com/2023/04/29/the-machine-that-changed-the-world-a-revolution-in-manufacturing/>

A Simple Idea



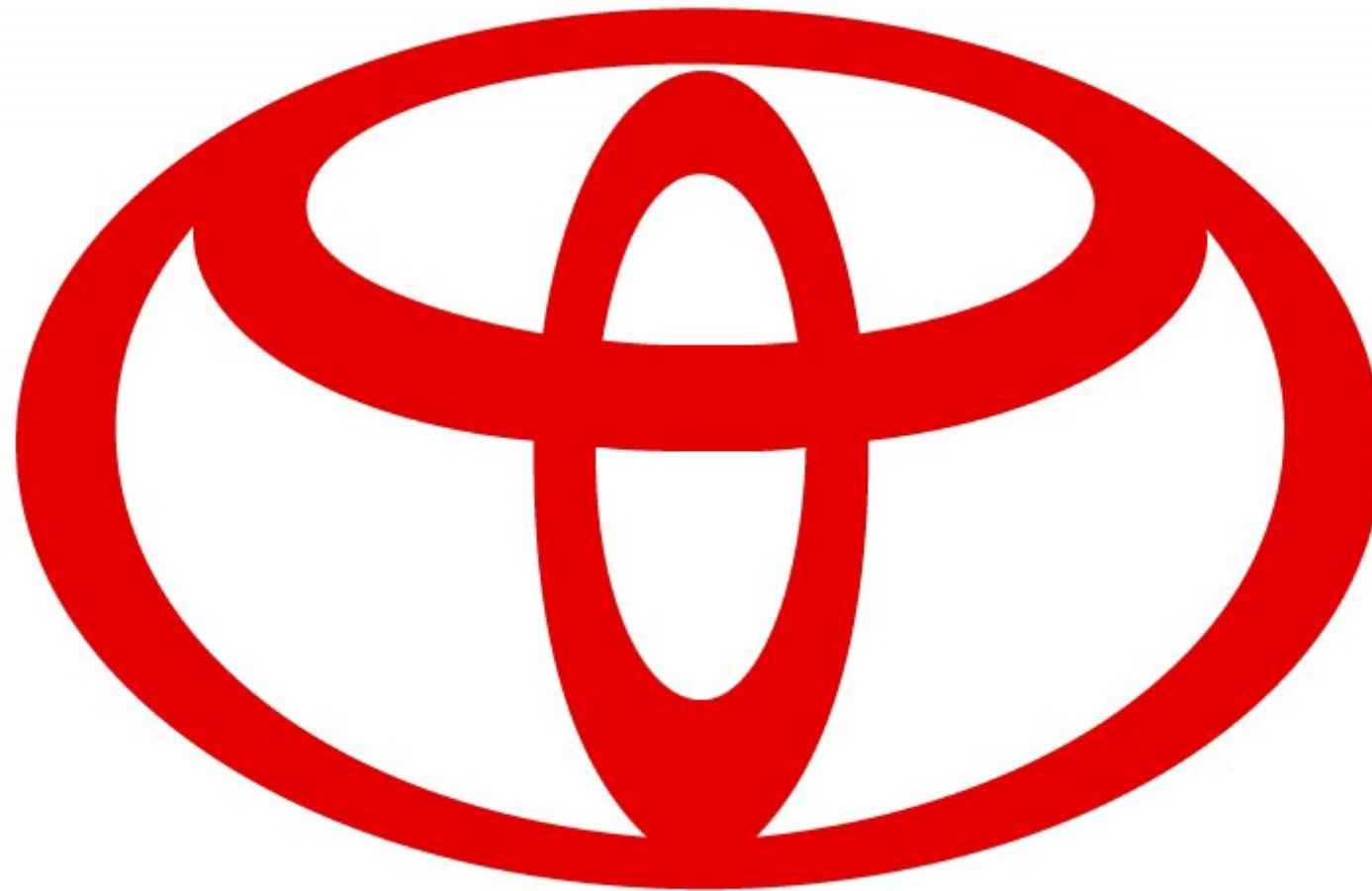
Compelling Stories

1990



1996

Undergirded by Truth



Social Network Repeating the Idea*



Many Passionate and Loyal Supporters*



* Both paid and unpaid.

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A Fortunate Set of Circumstances

What Has Been the Effect?

Widespread Engagement With Lean



Lean Becomes a Business*



Lean Becomes a Profession

Lean Manufacturing Leader

Lean Coach

Continuous Improvement Manager

Continuous Improvement Engineer

Senior Lean Engineer

Industrial Lean Engineer

Junior Lean Coach

Continuous Improvement Lead

Lean Group Lead

Lean Expert

Process Improvement Leader

Lean Transformation Leader

Lean Manufacturing Specialist

Continuous Improvement Coach

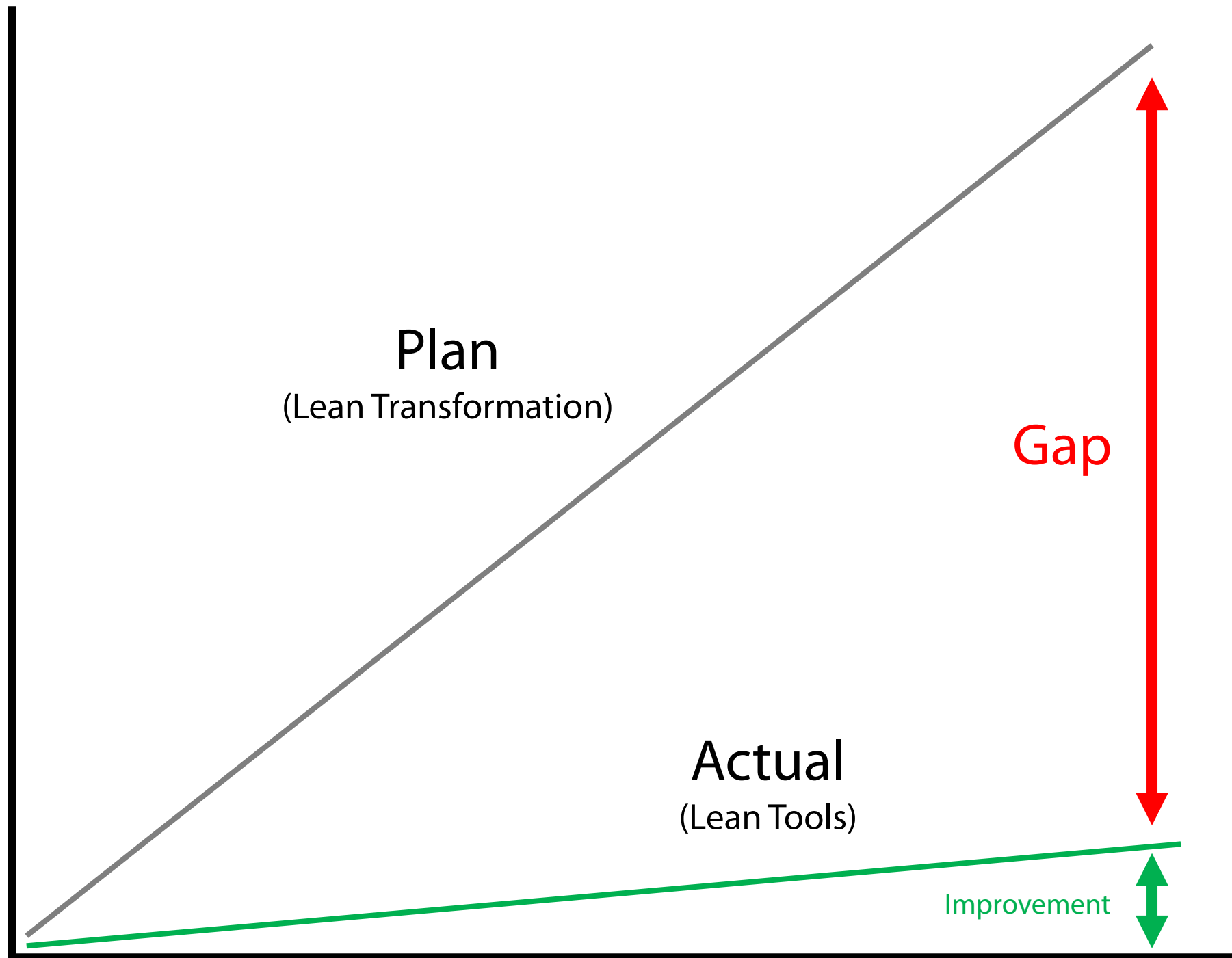
Performance Improvement Manager

Lean Process Improvement

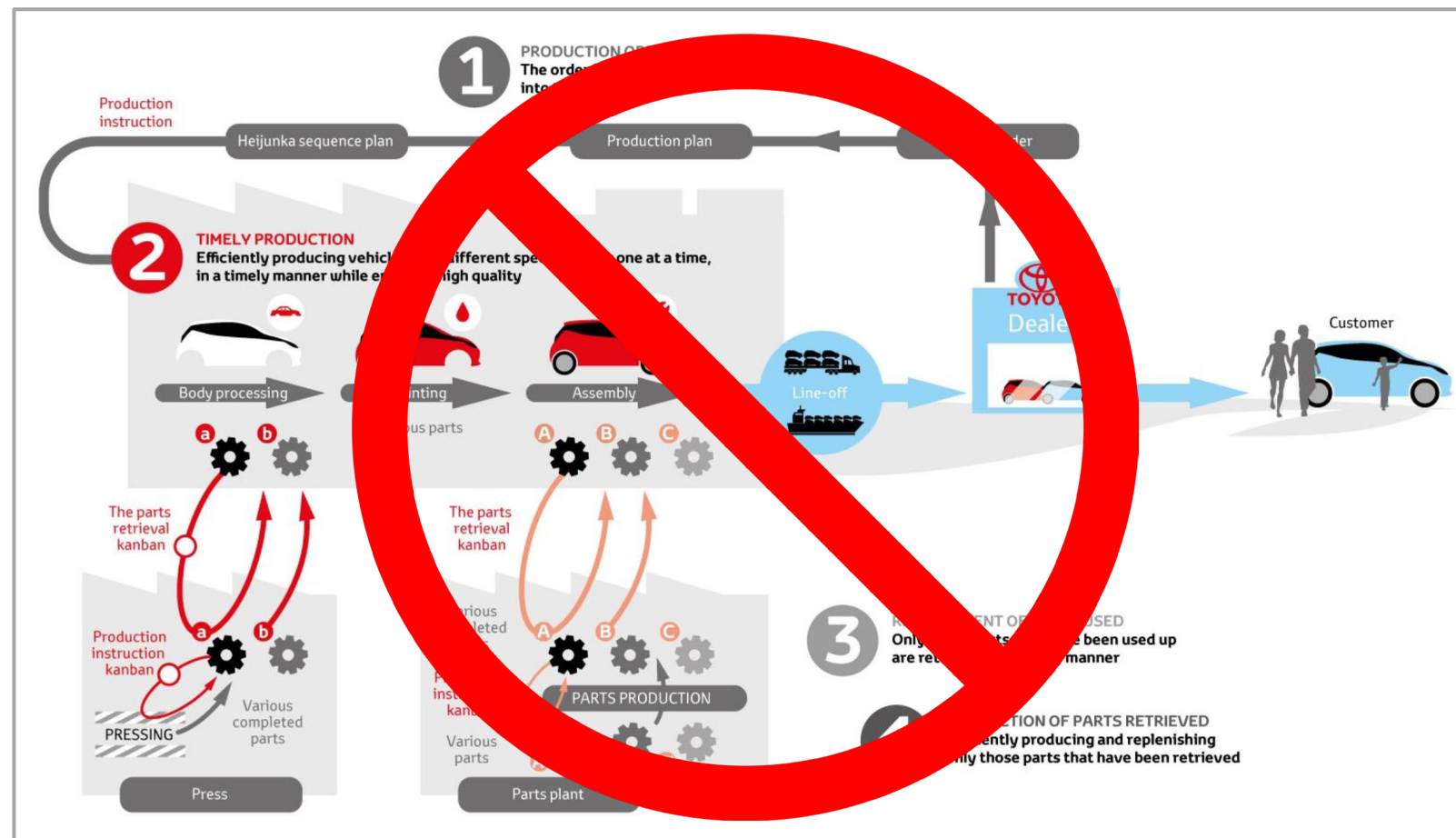
Lean Instructor

Lean Advisor

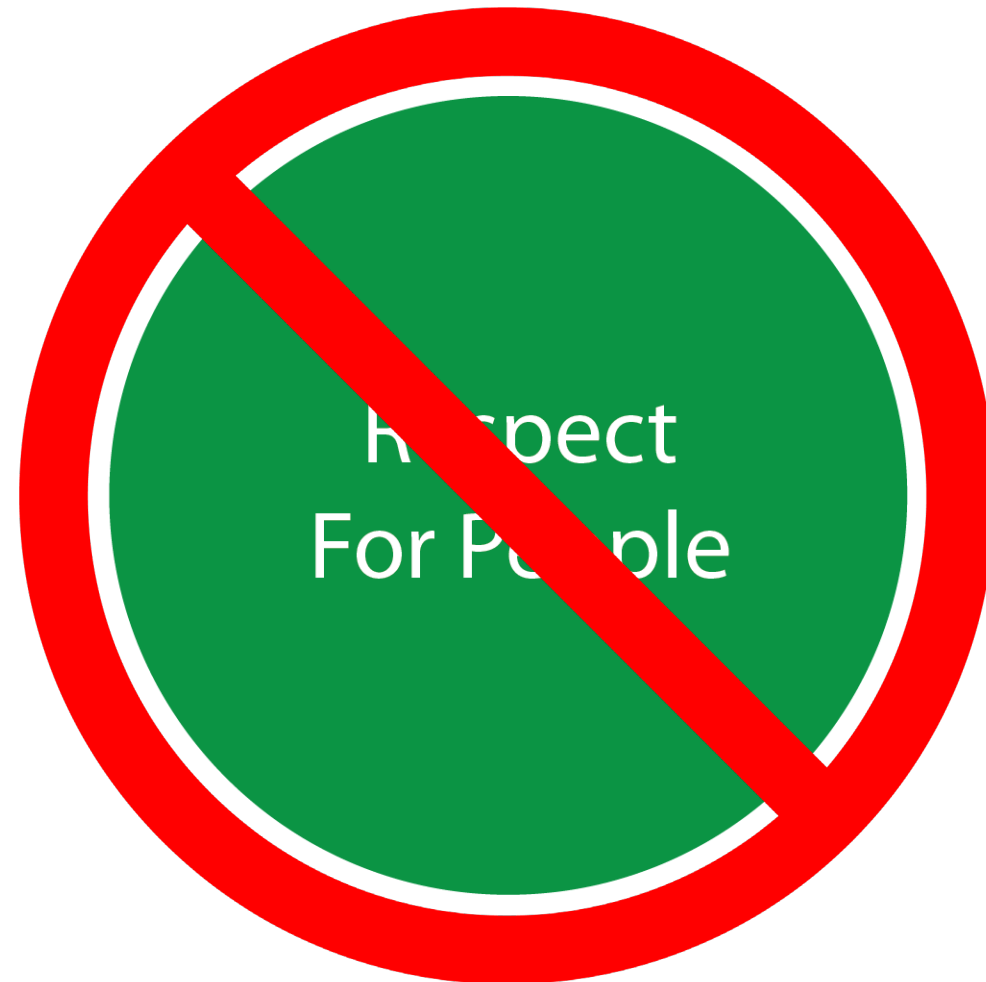
Measurable Improvement



More Warehouses, Not Just-in-Time



Proliferation of “Fake Lean”



“No New ‘Toyotas’ Were Created”

“In the fourth generation, lean ideas were applied to practically every activity (production, product and process development, supplier management, customer support, general management) in practically every industry, in practically every country, with extraordinary zeal and with many dramatic examples of lean leaps to a higher level of performance in specific activities. But no new ‘Toyotas’ were created, with an entire lean business system, and the results of isolated leaps were difficult to sustain.”

“Lean through four generations,” Jim Womack, 12 August 2022
<https://www.planet-lean.com/articles/generations-lean-management>

Lean Professionals' Experiences



Lean Professional #1 • 11 Years of Experience

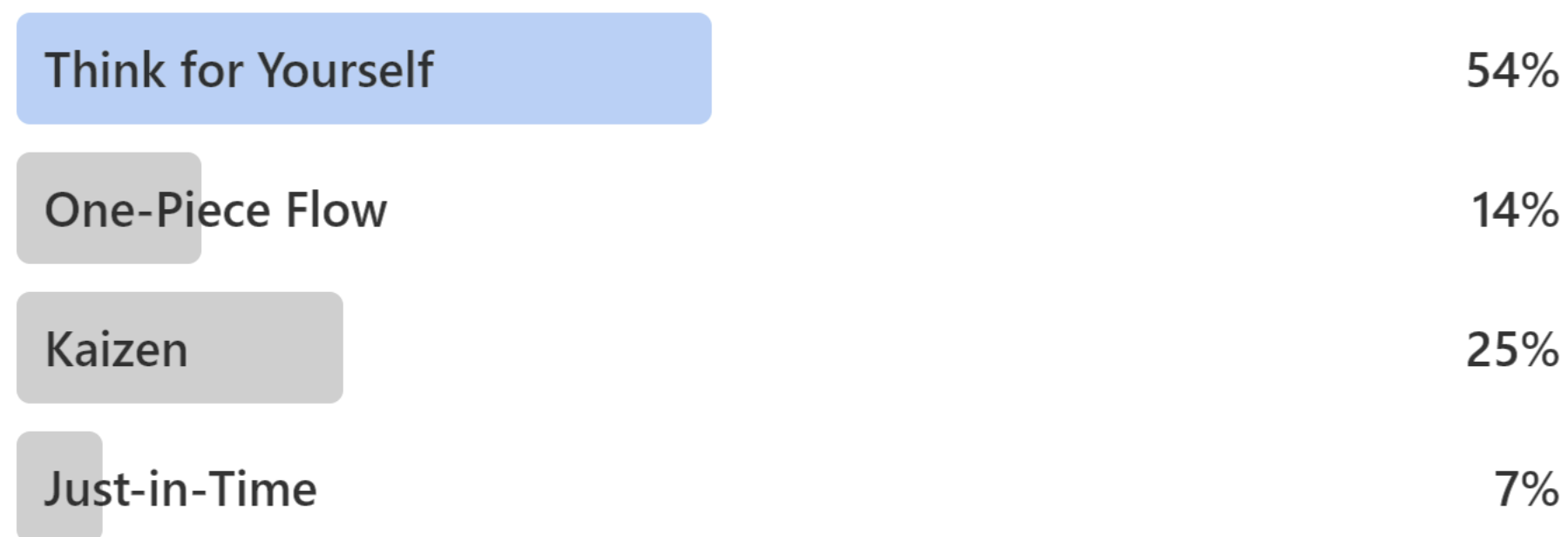
Successes	Likes	Difficulties	Dislikes
<ul style="list-style-type: none"> • “Ability to influence people through change; changing behaviors and how they engage and interact with their team” • Changed a leader’s behavior in how they interact with their staff from negative to positive • Being able to help senior leaders prioritize and focus on 2-3 things versus everything • Focus problem-solving efforts • Simplify complex problems and provide a framework for systematically resolving problems, including the plan and resources 	<ul style="list-style-type: none"> • Influence and coach culture change • Looking at a system and see how all the parts, upstream and downstream, work together • How behaviors impact others • Relationship building • Being able to help the underdog • “Coaching people away from ‘it’s the person’ [causing the problem] to ‘it’s the process [causing the problem]” 	<ul style="list-style-type: none"> • “Drives me nuts on how leadership is so focused on tools and not seeing how you need the right culture to be effective with the tools” • “[Leaders say] ‘we need belts’ – their focus is on credentials to prove worth” • Tools are band-aids; we need the right behaviors • Coaching principles and behaviors • Politics; stay in your lane mentality versus the opportunity to integrate • Showing you value as a CI office • Struggle to show an appropriate ROI that is acceptable to leadership • “I was not feeling valued; started to question my work; frustrated, unhappy, and devalued. 	<ul style="list-style-type: none"> • Frustrated with how easily people lose focus and move on to other things • Sustaining and scaling fall flat due to other priorities • Lack on buy-in • Silos and defensiveness • “You [leaders] are paying me for my ideas, my voice, but you don’t want to hear it” • Lean professionals have different ideas of what Lean is and how to apply it; some are super-rigid, others are flexible • Interacting with other Lean professionals; they are judgmental in a negative way; you’re doing it wrong
Other Comments			
<ul style="list-style-type: none"> • Treating people with respect is what drew me to Lean [because I was disrespected/abused in my first job] • Internal Lean professionals butt heads with external consultants [which management hires; reason for hiring them is unclear] 			

Source: "What Do Lean Professionals Have to Say About Their Experiences?," B. Emiliani, 15 October 2022, <https://bobemiliani.com/so-you-want-to-be-a-lean-professional/>

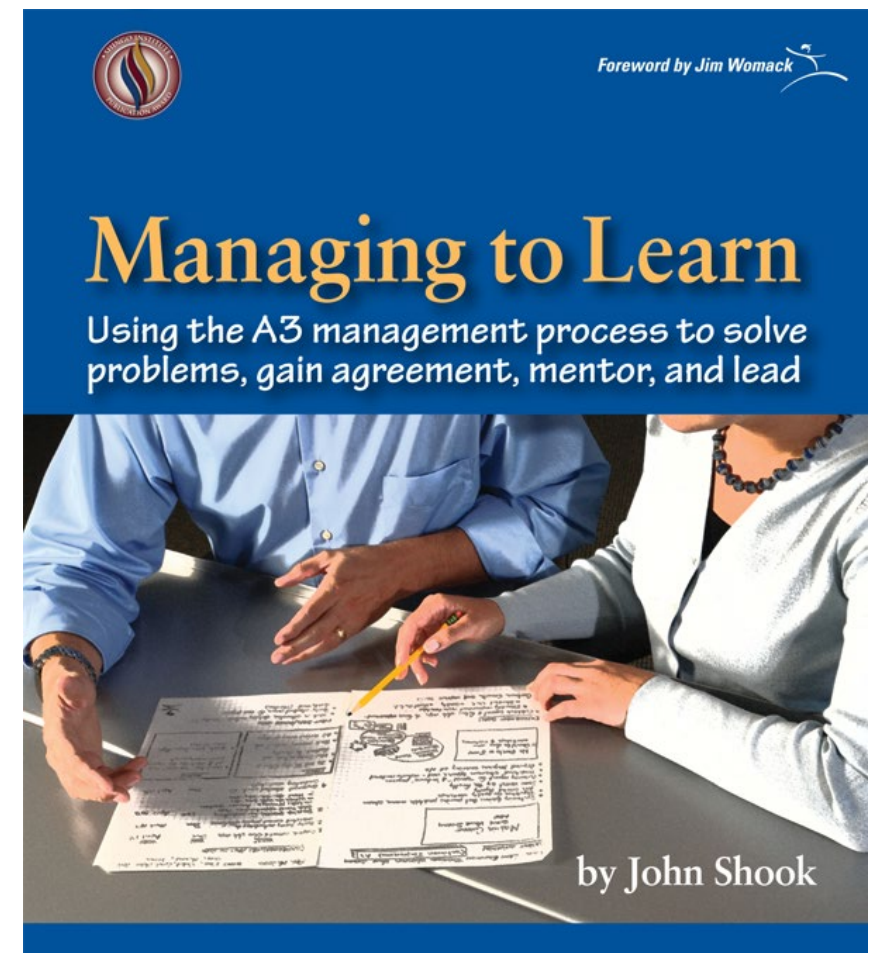
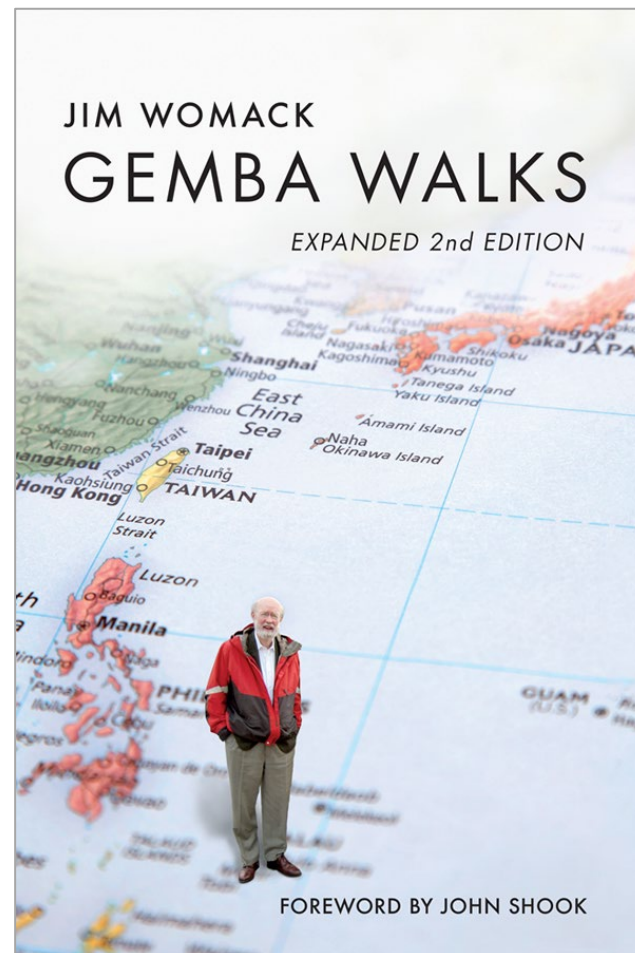
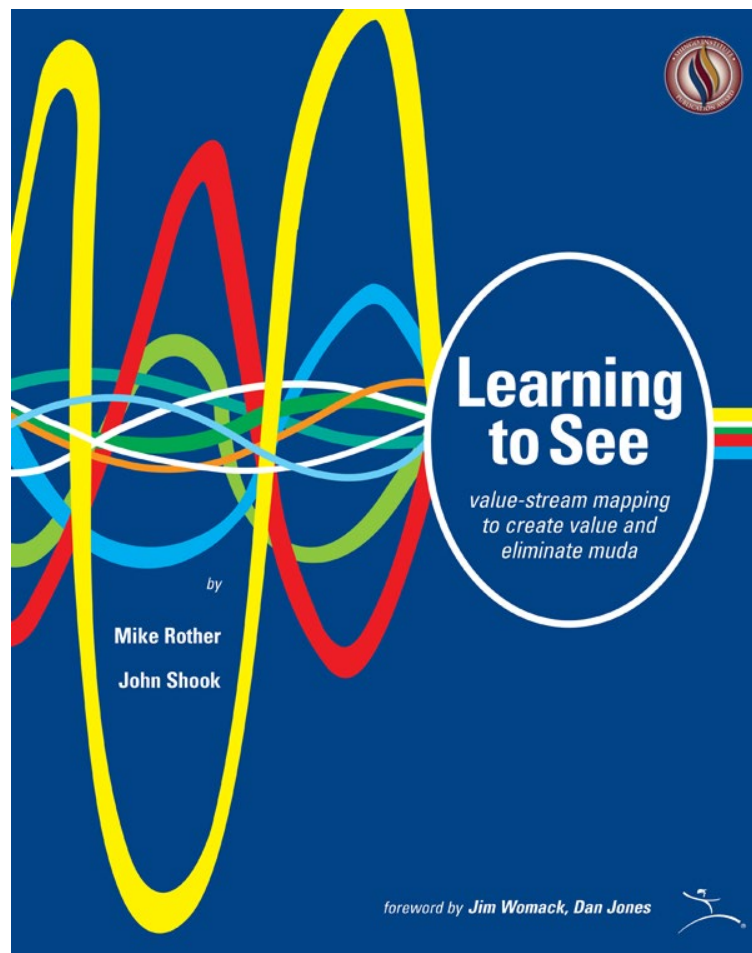
Not So Effective at Teaching People To “Think For Yourself”

What lesson do you think is most NOT learned in the 35 years since the term Lean was introduced in 1988?

You can see how people vote. [Learn more](#)



Stuck on Lean Tools



Kaizen Mostly Forgotten



Persistent Gaslighting to Maintain Popularity of Lean*

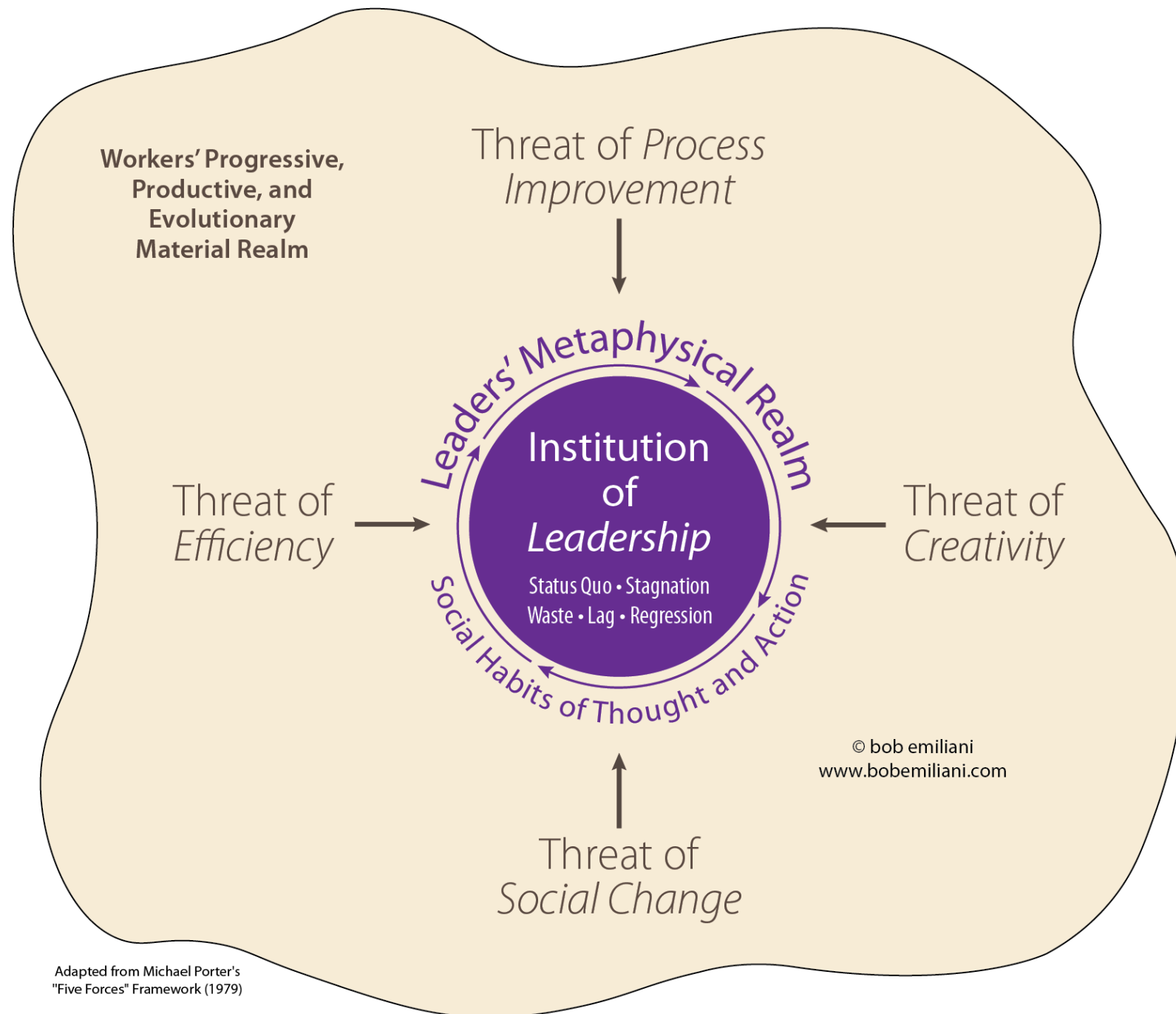


* Emphasis on success while minimizing or ignoring struggles and failures, lack of "Respect for People, etc.

Many Ideas Excluded for Improving Lean Itself and the Practice of Lean



Lean Not Relevant to Most CEOs*



Adapted from Michael Porter's "Five Forces" Framework (1979)

* Still deeply committed to classical management. That could change depending upon circumstances.

The “Revolution in Consciousness” That Is TPS (a.k.a. Lean) Got Extinguished



Overall, A Failure to Evolve*



Where Does Lean Go From Here?

What Improvements Are Needed?