

An Important Lesson From Taiichi Ohno

So how do you convince boards of directors, CEOs, and executive teams that the gap between business (money-making, property) and industry (making things, customer satisfaction) should be narrowed? The first step, largely ignored by Lean movement leaders and followers alike, is to understand the mind of executives and owners and the problems that they are tasked with working on. Taiichi Ohno is reported to have said this to a subordinate who was facing resistance to TPS by the president of a company that supplied Toyota...

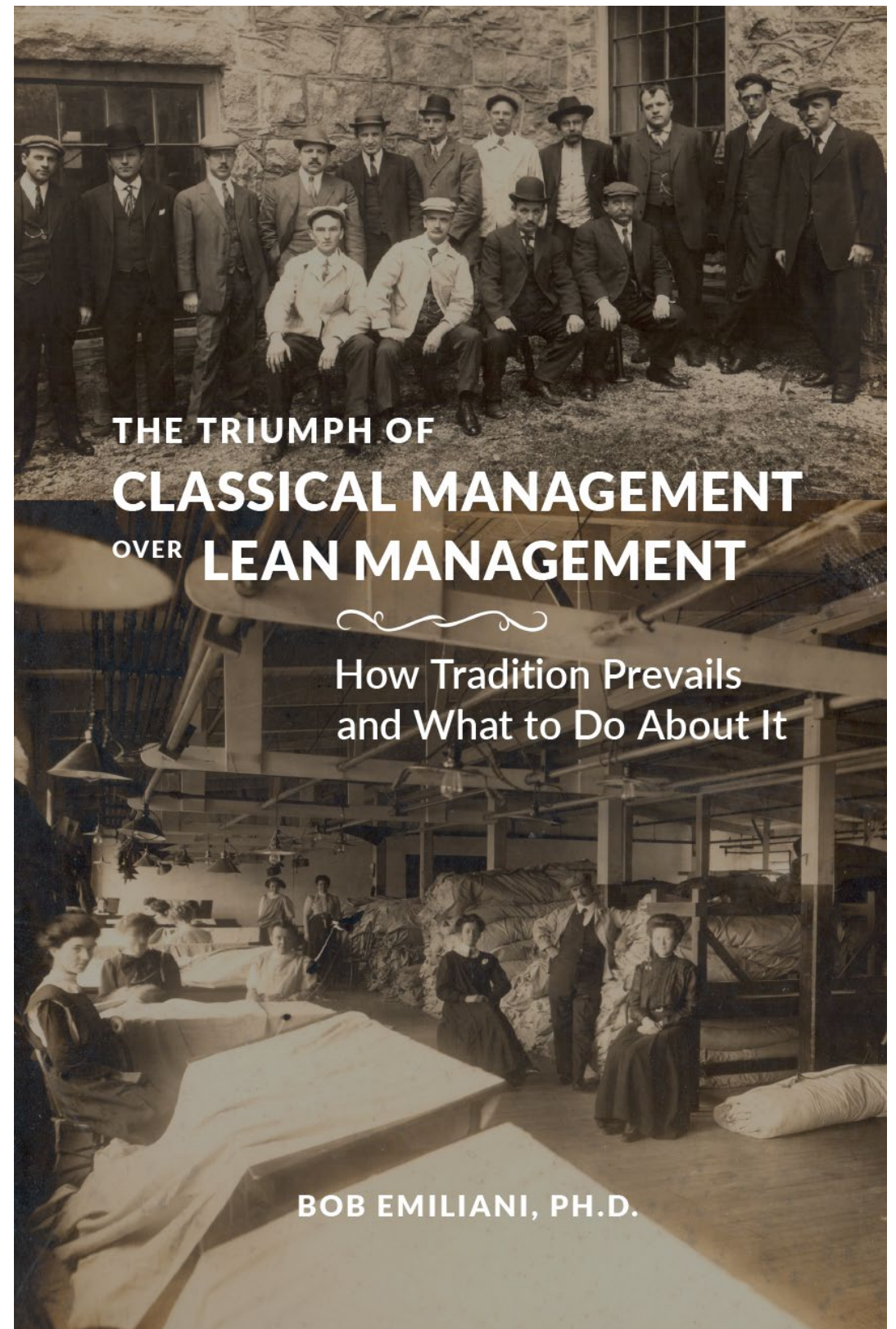
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“The president must be showing resistance because of his own convictions. There’s nothing wrong with that. However, it is wrong for you to make a judgment without learning his reasons. He must have his own strong beliefs and logics toward how his company should be run. Instead of convincing him of your idea, learn from such an unbreakable dedication to his own principles.”

– *The Toyota Mindset: The Ten Commandments of Taiichi Ohno*,
Yoshihito Wakamatsu, Enna Products Co., 2009, p. 158

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It is so important for all Lean people follow up on Ohno-san's important words by taking the time to learn executive's unbreakable dedication to classical management. Please read my book, *The Triumph of Classical Management Over Lean Management: How Tradition Prevails and What to Do About It* to learn about classical management and the institution of business leadership. It will be eye-opening, and it will surely generate new pathways for expanding the practice of Lean management.



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Indeed, learn from such an unbreakable dedication to top leaders' principles.

Read all six books in the series.

Respect top leaders by understanding their point of view!

